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DR. SINGER.

TWENTIETH ANNIVERSARY

OF THE

NEW ENGLAND INSURANCE EXCHANGE

Hotel Somerset, Boston, Mass.

JANUARY 8, 1903.

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THE STANDARD PRINTING COMPANY,
1903.

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OFFICERS, 1903.

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GEORGE A. FURNESS.

VICE-PRESIDENTS:

C. D. PALMER, J. W. GROVER,
GEORGE SHAW.

EXECUTIVE COMMITTEE:

GAYLE T. FORBUSH, Chairman.

A. L. BERRY, C. C. CLIFFORD,
H. H. SOULE, Jr., T. H. DOOLEY.

SECRETARY:

C. M. GODDARD.

TWENTIETH ANNIVERSARY

OF THE

NEW ENGLAND INSURANCE EXCHANGE,

January 8, 1903.

The Hotel Somerset, in the aristocratic section of Boston, was the scene of a most representative and jovial gathering on Thursday evening, Jan. 8, the occasion being one that will live long in the hearts and minds of all who were in attendance. It was the banquet held in commemoration of the twentieth anniversary of the New England Insurance Exchange, and was an unqualified success. The event reflected great credit upon President Furness and the committee of arrangements, of which Frederic A. Wetherbee was chairman, his efforts being ably supplemented by Gayle T. Forbush, George Neiley, George A. Furness, W. A. R. Boothby, H. H. Soule and John J. Cornish.

Shortly after 6 p. m. the parlors of the Somerset were completely filled with a throng of fire insurance men, ranging from the chief executives of some of the largest and most successful companies, both American and foreign, to the modest fieldman just starting on his tour of the territory. The duties of the reception committee, Samuel G. Parsons, chairman, John B. Cornish, W. F. Rice, W. H. Smith and Charles B. Fowler, were not onerous, as the atmosphere was delightfully unconstrained and genial. Old acquaintances were renewed, new ones formed, and the hour passed all too quickly.

LIST OF THOSE PRESENT.

MEMBERS—W. Adlard, F. Bancroft, J. F. Barley, M. F. Bartlett, S. E. Barton, F. H. Battilana, S. H. Bean, E. G. Beardsley, R. Bennett, A. L. Berry, A. L. Bliss, H. F. Blood, W. A. R. Boothby, W. H. Boutell, E. C. Brush, J. F. Burnside, W. H. Burpee, C. E. Burton, J. H. Campbell, F. B. Carpenter, W. P. Carr, C. C. Clifford, J. L. Collins, J. B. Cornish, J. J. Cornish, W. F. Dearborn, J. W. DeWolf, T. H. Dooley, J. J. Downey, K. S. Ducayet, W. G. Everett, H. G. Fairfield, C. H. Field, G. T. Forbush, A. B. Fowler, C. B. Fowler, A. C. Frink, R. M. Fullerton, G. A. Furness, W. T. Furness, F. R. Galacar, A. B. Gillett, William Gilmour, R. F. Goddard, H. W. Gray, Jr., William R. Gray, J. W. Grover, A. T. Hatch, W. H. Hellyar, E. H. Hildreth, W. C. Hill, H. L. Hiscock, H. J. Ide, H. Kellogg, H. A. Knabe, W. A. Lauler, J. H. Leighton, W. H. Lewis, J. L. Liecty, F. M. Lloyd, G. E. Macomber, F. W. Mathews, W. B. McClellan, W. B. Medlicott, F. A. Morley, George Neiley, C. E. North, J. R. North, T. L. OBrion, E. J. O'Neil, C. D. Palmer, C. E. Parker, Daniel Prentice, S. B. Reed, W. F. Rice, Fred Samson, F. W. Sargeant, George Shaw, George L. Shepley, H. M. Shove, C. F. Simmons, A. K. Simpson, A. K. Slade, Jr., E. J. Sloan, W. H. Smith, H. H. Soule, Jr., F. E. Stone, W. S. Thompson, G. K. Tinker, H. R. Turner, W. H. Wart, G. W. Watt, F. A. Wetherbee, H. F. Whitney, C. H. Wilkins, A. N. Williams, L. H. Williams, W. H. Winkley, A. M. Wood.

EX-MEMBERS—G. H. Allen, Boston; S. S. Banks, Bridgeport; A. A. Clark, Boston; E. A. Law, Philadelphia; F. D. Parsons, Springfield; George P. Peck, New York; F. H. Stevens, Boston; F. C. Wright, Springfield.

HONORARY MEMBERS—A. C. Adams, assistant secretary Ætna; J. H. Burger, superintendent agencies Norwich Union; E. B. Cowles, New England manager Royal; U. C. Crosby, president New Hampshire Fire; A. W. Damon, president Springfield F. & M.; George P. Field, New England manager Royal; J. V. Fothergill, Hartford agency superintendent Orient; C. E. Galacar, vice-president Springfield; J. F. Hastings, assistant manager North British & Mercantile; H. E. Hess, manager New York Fire Insurance Exchange; P. G. Howe, secretary Providence Washington; C. W. Kellogg, eastern manager Fireman's Fund; George E. Kendall, manager National Ireland; E. G. Richards, manager North British & Mercantile; C. M. Slocum, assistant manager Aachen & Munich; C. G. Smith, secretary German American; E. G. Snow, vice-president Home; B. R. Stillman, secretary National, Conn.; S. G. Whyte, general agent Springfield F. & M.; C. L. Woodside, secretary North American, Mass.; A. H. Wray, manager Commercial Union.

GUESTS OF THE EXCHANGE—F. W. Bauer, Albany, president Under-

writers' Association New York State; R. B. Beath, Philadelphia, president National Board of Underwriters; C. M. Goddard, secretary New England Insurance Exchange; C. A. Hexamer, Philadelphia, president National Fire Protection Association; George P. Sheldon, New York, president Eastern Union; L. Weiderhold, Jr., Philadelphia, president Underwriters' Association of Middle Department; B. B. Whittemore, president Boston Board of Fire Underwriters.

GUESTS OF MEMBERS—H. E. Burns, New York City, special agent Hamburg-Bremen; J. M. Carothers, Syracuse, N. Y., special agent Phœnix, Conn.; George B. Chandler, treasurer New Hampshire Fire; Charles E. Chase, vice-president Hartford; E. B. Creighton, Philadelphia, special agent New Hampshire; J. W. Emery, Portsmouth, Granite State Company; George W. Hoyt, manager Liverpool & London & Globe; J. A. Kelsey, manager Aachen & Munich; F. L. Kendall, special agent Mercantile F. & M. for New Hampshire; C. S. Langdon, National, Conn.; R. G. Leypoldt, Hartford, Scottish Union & National; Charles A. Shaw, president Hanover Fire; H. A. Smith, assistant secretary National, Conn.; J. H. Stoddart, manager New York Underwriters' Agency; Paul Turner, Baltimore, Md., special agent German American; E. Winchester, manager Boston F. & M.

Promptly at 7 o'clock the party was ushered to the small ball room, which was handsomely arranged and beautifully decorated for the occasion. There were twenty-four round tables, facing the head table, all decorated generously with cut flowers. The room itself formed a splendid setting for such a gathering, the white ceilings and dark red window portieres, marble pillars with large growing palms and pines at intervals combining to give an impression of beauty and substantiability. The menu was of the best, and the courses were served as only the Somerset knows how to have them served. The dinner hour was enlivened by selections from light opera and popular airs rendered by the Boston Cadet Orchestra.

President Furness, who as a toastmaster was a revelation to the few who did not know him as one of the keenest minds in the Exchange, was in his most happy mood, and his able discharge of the trying duties of toastmaster evoked much hearty applause and enthusiastic comment.

..MENU..

Caviare Anchovies

Oysters

Olives Celery

Clear Green Turtle Sherry

Whitebait and Oyster Crabs Sauterne

Sweetbreads, Braise Peas

Roast Tenderloin of Beef, Mushrooms

Asparagus Tips Potato au Gratin

Somerset Punch

Roast Black Duck

Fried Hominy.

Somerset Salad

Cheese Crackers

Fancy Ices Cake Coffee

GREETING OF PRESIDENT FURNESS.

When full justice had been done the menu and cigars had been lighted, President Furness, toastmaster for the evening, said:

It is my happy privilege to extend to you all the glad right hand of welcome. To our guests most cordial greetings are tendered, and I am sure the honorary members join with those who are active in mutual congratulations for the long life and continued usefulness of our organization. The accidents of time and election combined account for my part in this celebration, and standing on the threshold of the second half century of life, the counsels of those who have attained the topmost rounds of fame's ladder are earnestly invoked for transmission to the men whose faces are turned toward the rising sun.

Twenty years is a good slice out of the life of a man or an organization. This is emphasized by the fact that only three of the charter members of the Exchange are active today. With sorrow we miss the hearty greeting of many who gathered with us ten years ago, but the perfume of their characters, the impress of their work and the example of their lives are with us for all time.

Comrades in the field
Grow old along with me
The best is yet to be.
The last of life for which the first was made.
Our times are in His hand
Who saith, "A whole I planned."
Youth shows but half, trust God
See all nor be afraid.

Never forget there is always room at the top. Let each of us strive to achieve the high positions held by those who are to respond to the toasts. Remember it was said of the soldiers of Napoleon that every knapsack carried the baton of a marshal. So hidden in the grip of every special agent is a manager's spinning top for the acceptance or rejection of risks of doubtful merit. [Laughter.] In conclusion I ask you all to rise and drink with me to the memories of the past, the health of the present and the future of the Exchange. May its influence never be less.

Historical facts unillumined by the side lights showing the causes leading up to results are apt to prove dry and uninteresting. The naked truths should be so clothed by logical and rhetorical drapery as to arrest the attention and cause a desire to investigate to the very bottom the hints of beauty thus disclosed. The personality of the gentleman who is about to outline the past life of the Exchange will, I am confident, insure a brillant resume of the accomplishments of the last twenty years, as he has ever been an advocate of light in dark places. As the secretary of the first meeting of company representatives called to consider the feasibility of forming a rating organization, he was a preliminary before he became a luminary, and in this capacity he will throw his searchlight on the shadows of the past. Henry R. Turner, special agent of the Greenwich Insurance Company.

HISTORIAN TURNER ENTERTAINS THE MEMBERS.

To the happy accident of having helped in the beginning—to the happy incident of having been a charter member of the New England Insurance Exchange, twenty years ago, I owe the distinguished honor which falls to me tonight, but I keenly feel my inability to do justice to the occasion or to the subject assigned me.

It is difficult for me to realize that the whirl of time and the trend of affairs have brought me to that condition of fossilized antiquity that could suggest to any one my fitness to speak as a historian.

But in the tottering feebleness of age—which you behold—[laughter] I can remember and to some extent I can relate—hence the historian.

History is closely synonymous with reminiscence and whether this be history or reminiscence, or I simply relate, there is only twenty-five minutes assigned me. The twenty years' history of the Exchange in twenty-five minutes—round the world in twenty-four hours.

The Exchange was not made exactly; not [a voice, "Well, I guess not!" Laughter] created; it was evolved. Evolved out of a chaos of conditions—depressing and lamentable conditions that had befallen the business of fire insurance in New England. Profitless years followed by worse and worse—competition that was killing. Distrust, discord, discontent, friction and disappointments, relations between companies that bordered on the dishonorable, and continuously unprofitable.

Certain New England property classes from which largest revenues were derived, consumed in losses year after year, more than the profits on the few classes that showed a meagre profit by themselves alone.

The Mutuals gathered most of the plums, and the wicked New York and Philadelphia companies counteracted all the piety of practice that truly good Boston and Hartford undertook. Agents and companies were openly at loggerheads, and special agents were becoming trained experts in all the devilments that local agents omitted to originate and practice. The propertyholders were fast losing all respect for stock company methods. The companies were drifting into a sort of "public be damned state," and underwriters were becoming undertakers. Only one remedy was known or thought of, one treatment for every condition—raise the rates. If we had a big fire in Lynn; raise the rates in Bangor and everywhere else. [Laughter.]

When paper mills and woolen factories appalled us by successive great fires, rates must be jacked up on business blocks and brick school houses. We heard much wise talk about the "laws of average," "volume of premium,"

"adequate rates," and similar generalities, but no real remedy was applied, and the merry dance of death went on. [Laughter.]

A few field men one day fell together in discussion of paper mills. Later these few met several times by appointment, and it was ascertained by careful inquiry that out of the 138 stock companies doing business in New England, less than 30 would take a paper mill risk, and these all acknowledged the business to be unprofitable. Further inquiry developed similar conditions applying to the boot and shoe, and other factory properties in New England. The leading industries of New England, in 1880, employing a combined capital of $624,000,000 and turning out an insurable stock product of $1,106,108,000, were protected by insurance capital at a loss to the protectors.

Beautiful from an eleemosynary standpoint [great laughter and applause] but discouraging as a business proposition—many other property interests showed likewise and very many localities, cities, towns and state sections were in the same category.

The first to be fixed, because it cried the loudest—was the paper mill interest. As a result of that first undertaking, paper mills (for years a losing class at an average rate of about 2 per cent.) have now for twenty years been profitable at a rate of nearer 4-10ths of 1 per cent.—and too many of them insure themselves under the mutual system at a net cost of 1-6th of 1 per cent.

One at a time, step by step, other classes, and losing localities, were taken up and nursed over to a profit. The barren fields and chronic loss spots were reclaimed, until today there are in New England very few places, very few classes that do not produce a fair margin of profit for companies that pursue the business with knowledge, patience, industry and broad-minded enterprise. [Applause.]

Twenty years ago (in 1882) the amount insured by stock companies in New England States, was	$897,917,300
The premiums received thereon, were	8,319,188
The losses incurred, were	6,862,600
A loss ratio of	82.44 per cent.
For the four years immediately preceeding Exchange advent, the loss ratio was	65.5 per cent.

For the four years from 1885 to 1889 inclusive, when Exchange work began to tell, the loss ratio was.....	50.7 per cent.
Last year (in 1901) the amount insured in the New England States was	$1,633,550,000
The premiums of stock companies were	15,945,000
Losses incurred were	8,231,600
And the loss ratio was	51.6 per cent.
For the last ten years the loss ratio on New England Premium Receipts, of $144,758,000 has been	52.8 per cent.

When we consider what the difference, of say 10 per cent. per annum in the loss ratio means, to the companies, and we multiply the years by 20 and reduce it to dollars, we may realize what potent influence for good has been quietly working along the line.

Out of this, Mr. President, you have gotten your stipend (your $75 per month and car fares). [Laughter.] Each of us has received our allotted compensation; there has been a little something left for the officers and stockholders—and some of us have become fathers-in-law and grandfathers. [Laughter.]

Perhaps the greatest achievements have been in the good will and mutual understanding established and maintained between property holders and insurance companies throughout New England, the continually increasing respect, confidence, and co-operation of local agents, and the support, strong backing—yes—championship, given our organization by the companies.

Unkind critics have arisen at times; in the beginning there were those who leered, said "poppy-cock," called us "kindergarten," and all that.

Honest doubters, perhaps, but where are those critics today?

Those who are not wearing white robes and playing harps far beyond the clouds have sunk down and out of the business, not to be missed—or they have become our strongest supporters—our best friends—ready and glad to accept the discussed and arrived at conclusions of the Exchange as the best that could be done, all things considered, and all interest fairly weighed.

They have come to believe, with the great English statesman, that "the opinion of parliament is better than that of any one man in parliament," and that field men in close touch with the agents, the property-owners, and

the subtle influences which govern conditions, are a more trusty reliance than time-honored dogmatisms, moss-grown theories, or the stubborn insistence of individual opinions on the part of a small minority.

It has been proven by the stern logic of events, that the companies which give the Exchange the strongest support, and have had the largest and strongest representation in general meetings and on committee work, have established the largest and most profitable business plants in New England, with high figures of income and low figures of loss ratio.

Recall the improvements in practice on loss adjustment, the reforms in policy contracts, and the equity of the now well-established principle of a reduced cost to assured, if a fair amount of insurance is carried. Recall the progress made and the equity established in schedule rating, in united inspection, and in all which makes for betterment in our business. Without claiming a patent upon anything, without claiming great originality, we can modestly claim to have grasped the advanced ideas and applied them, developed them and sometimes improved upon them, to the lasting benefit of the common interests of companies, agents and property holders.

We did not originate the jingle, "Selection, inspection and protection." We were not the first to conceive the idea of schedule rating, or co-insurance, or united inspection, or committee co-operation in adjustments, nor do we claim any hand in compiling the ten commandments, but we may claim to have applied the salient points of such vehicles of benefit, our undertaking being to find a profit to the companies and reduced cost to the assured when protection against the occurrence of fires was perfected and a fair amount of insurance was carried.

The Cost!—The cost of all this, in the maintenance of the Exchange, has not exceeded 1-5 of 1 per cent. per annum of the premiums gathered under Exchange jurisdiction. Consider how meagre the cost! Less than 1-5 of 1 per cent! If we include the cost of all local boards in New England, inspectors, stamp clerks and employes, it has been 2-3 of 1 per cent.

Each of the six states in New England taxes the companies for the privilege of doing business, whether they make any money or not, 2 per cent. of the premium receipts—eight times the cost of maintaining the Exchange

proper! More than three times the cost of Exchange, and all local boards, inspectors, stamp clerks and employes.

In New England there is paid by the companies to the state insurance departments in fees for 22,964 agents' certificates at $2 each, the sum of $45,928 per annum, a figure double what it costs to maintain the Exchange, and this in addition to the tax before mentioned.

There are 218 fire insurance companies—stock (144) and mutual (74) licensed to do business in New England today, and the number of agents authorized by the insurance departments is 5,815. In 1885 we found but 1,443 agents in this entire field.

In one state (Massachusetts) 9,306 agents' certificates are issued, costing the companies annually $2 each, $18,612 total—that alone would maintain the Exchange one year.

The marked increase in the number of agents in twenty years is a striking feature for regret.

The price paid for the privilege of doing business is startling.

For years previous to 1883, as stated, the stock companies found no profit in New England mills.

According to last census, 1900, there were in New England 57,941 manufacturing establishments of all kinds, and of these 15,243 employed power—water, steam or electricity. The total capital employed in manufacturing was $1,594,142,000, and the annual product was $1,875,-792,081. It is believed by many astute insurance managers that our profits in New England today are being made from the manufacturing interests rather than the mercantile, dwelling house, and general properties.

It may be interesting to know that there are 1,173 boot and shoe factories, including concerns which manufacture parts of a shoe. Counting only those which manufacture the entire shoe in one plant, 781. Of textile fabric manufactories—woolen, cotton, flax, silk, etc.—we have in New England 1,124; and of paper and pulp mills, 233. We have 989,018 dwelling houses in New England, 191,888 farms. In one year, 1901, the number of fire losses reported in New England was 10,377. Exchange men adjusted the most of them.

For the benefit of some future historian, we will here cast upon the waters of 1903 a few crumbs of statistical information, that can better be passed by the speaker,

but may be worth gathering in and recording by the printer.

Manufactories of All Kinds in New England in 1900.

	No of Establishments.	Capital.	Product.
Maine	6,702	$122,918,826	$127,361,485
New Hampshire	4,671	100,929,661	118,709,308
Vermont	4,071	48,547,964	57,623,815
Massachusetts	29,180	823,264,287	1,035,198,989
Rhode Island	4,189	183,784,587	184,074,378
Connecticut	9,128	314,696,736	352,824,106
Totals	57,941	$1,594,142,061	$1,875,792,081

Boot and Shoe Factories.

	Number.	Capital.	Product.
Maine	48	$5,148,000	$12,295,800
New Hampshire	67	8,123,000	23,405,520
Vermont	6	478,000	792,700
Massachusetts	640	37,577,000	117,115,000
Rhode Island	5	57,000	241,200
Connecticut	15	789,000	1,517,300
Totals	781	$52,172,000	$155,367,520

If we include factories which make only parts of a shoe the total is 1,175.

Textile Fabrics—Cotton, Woolen, Silk, Hemp, Etc.

	Number.	Capital.	Product.
Maine	101	$36,720,000	$29,394,300
New Hampshire	97	44,107,000	37,495,000
Vermont	43	6,724,920	5,657,214
Massachusetts	483	273,562,000	213,612,000
Rhode Island	210	97,444,000	77,988,000
Connecticut	190	66,340,000	48,728,000
Totals	1,124	$524,897,920	$412,874,514

Paper and Pulp Mills.

	Number.	Capital.	Product.
Maine	35	$17,473,160	$13,223,000
New Hampshire	29	8,163,061	7,244,000
Vermont	27	4,853,806	3,384,000
Massachusetts	93	26,692,922	22,141,000
Rhode Island	..	.....	.....
Connecticut	49	3,968,452	3,565,000
Totals	233	$61,151,421	$49,557,000

Number of dwellings in New England—the term dwelling being taken to include all places where people live, such as hotels, school dormatories and boarding houses, etc., 989,018.

In Maine	148,507
In New Hampshire	86,635
In Vermont	75,021
In Massachusets	451,362
In Rhode Island	67,816
In Connecticut	159,677
	989,018

Farm Property in New England.

	No. of Farms.	Value of Buildings.	Value of Implements Machinery.	Value of Live Stock.
Maine	59,299	$47,142,700	$8,802,720	$17,106,000
New Hampshire	29,324	34,625,800	5,163,140	10,554,600
Vermont	33,104	37,257,700	7,538,490	17,841,300
Massachusetts	37,715	71,093,800	8,828,900	15,798,400
Rhode Island	5,498	9,703,400	1,270,270	2,593,500
Connecticut	26,948	44,983,500	4,948,300	10,932,200
Totals	191,888	$244,806,900	$36,551,820	$74,826,000

In Year 1901—In New England.

Number of fires officially reported	10,377
Amount of loss as reported	$9,280,000
Amount of loss as adjusted	8,200,000

In the state of Massachusetts, in 1901, which was a fair average year, there were 4,694 fires reported. Of them 253 were incendiary and 428 of unknown origin. Seventy-one persons were arrested, charged with incendiarism, and 47 were convicted.

But back to our history. The New England Insurance Exchange was organized in January, 1883. Field named the infant; Crosby nursed its infantile ills through three presidential terms.

The air is full of memories. I would reach up and take them as they float. The doubts, the fears, the attempts and failures, the acts and reactions, the things we considered and fixed, then reconsidered and refixed, sometimes we flopped and we floundered, but we struck good standing ground in what was about the right thing in the

end, and harmony prevailed. We handled facts, not fancies—conditions, not theories.

There was nothing in the early existence of the Exchange, to indicate the strength and continuity to which it would attain. We had at first but scanty and superficial data, very little community of interest, few precedents and a marked lack of confidence in each other and little faith in ourselves. But, with men of high endeavor, resolved to do well, petty weaknesses and personal peculiarities are soon lost sight of, in the efforts for the larger and broader development of a mission, which is heartfelt and earnest.

The first chairman of our executive committee 19 years ago (Adams) told us that our ratings covered 999 places, included in 247 cities and towns. Today our tariff covers 4,149 places, that is to say, cities, villages, towns and communities dignified by a local name and a post office, 4,149 places, and we have not within the New England field, so far as your historian knows, a single non-board agency. [Applause.]

Like a wide spreading tree, our extending branches carry beneficence over all—and the roots reach far back into the hearts of a few thoughtful men—twenty years ago.

Who did all this? Who were the men? Who are the beacon lights of our history? It is men, not measures, that make results.

To adhere strictly to historical truth and to give credit exactly where credit is due—to mention by name and relate in detail who did it and what each one did, would be to write a book and then fail woefully in the attempt at justice to all. I would not attempt it. In twenty years 349 men have served as members of this organization. They each did something. Many of them did very much. The average yearly membership has been 128. At the close of our first year we numbered 96 members. Now in our twentieth year, we number 147.

We were not intending to mention names, but how can we be half fair to our subject if we do not recall a few personalities. We are an entirely personal organization. No company is a member of the Exchange. The companies are our guests tonight. It is men we remember tonight, rather than companies, yet we may say in passing, that 116 companies have retired from business dur-

ing the twenty years, covered by our Exchange existence (72 stock and 44 mutuals and Lloyds).

In 1889 James M. Forbush wrote and published a history of the Exchange for its first five years. I commend it to your perusal as a truthful and well-written book.

The proceedings of our tenth anniversary celebration are in print. On that memorable occasion U. C. Crosby as historian, delivered an able and exhaustive address, replete with historical facts and comprehensive statistics. Much that is interesting is found in that address. It is a history in all that the name implies, well setting forth the value, importance, and magnitude of the Exchange work. The able address of George L. Chase was a history in brief of New England underwriting and those of Mr. Skilton, F. C. Moore, and John C. Paige were profound in historical facts and research, while B. B. Whittemore gave in his usual graceful rhyme a humorous epitome of the situation and conditions which led up to the evolution of the Exchange. George P. Sheldon eulogized the Exchange in eloquent oratory, George B. Chandler brought solid thoughts of finance fresh from New Hampshire, and J. H. Washburn gave us cold facts, instructive and helpful.

The doings of the past ten years—no less in importance than those of the previous ten—are as yet too fresh in our minds to have a sentimental interest as history.

Tonight we glance at the structure as a whole and recall a few memories of its building up. Look back for a moment at the committee timber of those early days—recall the strong names of '83 and '84—the days of Richards, Gray, Eddy, Field, Parsons, Adams, Snow and Crosby. Glance at what we would now call less important fields of committee work. For instance, Strafford County, N. H. Notice the timber. E. G. Richards, chairman; Robert H. Wass, Charles E. Galacar, George W. Taylor, George P. Field, Curtis Clark, Ed. Lanning, and a total of 25 heavyweights, to regulate Strafford and Coos counties, N. H. [Great laughter.]

Note the Stafford Springs, Conn., Committee, Fred Samson, chairman; George C. Howe, W. S. Newell, Charles E. Stickney—all strong names today.

Recall Southern Berkshire, Mass., for instance—John B. Knox, chairman; E. G. Snow, A. E. Williams, B. R.

Stillman, H. F. Blackwell (don't you remember Blackwell?—patient, thoughtful, painstaking fellow), George B. Bodwell, polished in manners, perfect in dress, the genial gentleman and able withal.

Somerset County, Skowhegan, Maine. — Dr. Clark, chairman (too bad the doctor had to die), L. D. Smith, W. B. Bartlett (shall we ever forget Billy Bartlett?) [A voice, "No!"]; he had a fighting rooster, which he presented to the president of the Exchange. He told us good stories and forgot that he told us the same stories day before yesterday. Ten good men on that committee. Four of them now dead.

Abington Committee of 1883.—E. G. Snow, chairman; —more Snow—A. H. Wray, A. C. Adams, H. S. Wheelock, George Underwood (don't you remember George?), Henry E. Hess, R. H. Wass (Wass was the kicker, but he kicked on high grounds, and few could stand against him). [Great laughter.]

Witness the Meriden Committee, with James U. Taintor and George A. French.

The Danielsonville Committee, E. B. Cowles, chairman —and a committee of 13, of whom not one is today in active membership with us. (Cowles could have it all his own way if he called a meeting of his committee now). [Laughter.]

But witness the Providence Committee of 29 men—a coterie of giants. The flower of the Exchange! Crosby, Sweetzer, Galacar, Colley, George W. Eastman, Bob Wass, Frank Stevens, L. D. Smith, Curtis Clark, Adams, Samson, Forbush, Baker, Dan Miller, and all the rest. Providence, frightened at the approach, broke away, stayed away, and has not since been heard from, under Exchange jurisdiction. [Roars of laughter and applause.]

But the crowning glory of all—the Cotton and Woolen Mills Committee of 1883. Hark ye! N. A. Clark, chairman (and this is the official record), "Committee consists of all the members of the Exchange." (There were 96 members that year). This, gentlemen, was the embryo Factory Improvement Committee, but they didn't know it. Boothby had not yet come down from the Kennebec, Natick had not given us the second Forbush, and the Prince Royal Stenographer had not dreamed of a two-termed presidency, to which he would climb. [Applause.]

We were not intending to mention names, but how can we speak to the Exchange today about the Exchange of years ago, and not recall such men as George Kendall, active, aggressive—and clear-headed. [A voice, "Bald-headed." Laughter.]

Henry E. Hess, he came in 1884, with a brain full of ideas and a library association tucked in his left breast pocket. What a blessing that Library has been to us!

Bartow, handsome fellow, high-minded, energetic, too good for us. They took him back to New York.

Henry Baker, with his ever ready pun, keen-witted and brilliant.

Joe Burger! Pungent, pithy, pointed in speech, practical in deeds—a climber. What good work was done by George W. Babb, Simpson, Damon, Brush, Sam Howe, Hastings, Burrington, quiet men, but true, immense in results and made no loud noise about it.

Ed. North! And his able committee work! New Jersey captured him, but he escaped and reported for duty with us again. [Laughter.]

Shall we soon forget Colonel Sherman, our toastmaster ten years ago tonight? And Emerson, the dignified president? They both shed an atmosphere of kindness wherever their influence reached, and the colonel spread flowers of poetic tenderness along many a dreary path.

And there was Ned Hollis, and McCray, and H. A. Glassford (don't you remember Glassford?—he wrote a book).

Electric Lights.—S. E. Barton, chairman—Electricity! Barton knew all about it—He had been the shortstop manager on the American end of the Atlantic cable at Cape Breton Island, fifteen years before. [Laughter.] His school of technology was along the fighting line with Grant and Meade through the swamps of Virginia and the ever-glades of Georgia in 1863. That was forty years ago.

In those years, 1883 and 1884, there were 129 committees in active work—and how they all did work!

We shall not forget C. M. Slocum and Charlie Smith and E. L. Watson, J. S. Corbett and Sam Whyte. All these men would not, and we must not forget the good work done by Tom OBrion, H. C. Eddy, James Bruerton, Arthur Clark, O. P. Clark, Captain Fitch, Horace Clapp,

C. L. Woodside (he sits over there blushing as usual, when he fells happy). We recall Bassett and Winne and Hilliard—and we cheer for Hilliard tonight—just as young as he used to be.

What a dynamo of working force C. M. Goddard has been in his day with us! How well Hinckley and Fowler (the father), and Fred Carpenter, each in their day shouldered the burden of official responsibility. Do you remember what Stillman told us in his address as president. It reads like McKinley—"A fixed and unchangeable tariff that does not recognize improvements by reduced rates, is an injustice which will re-act on us." He dared to say: "Rates are high enough; a lower rate for better protection should be our policy"—and it has been our policy.

Who remembers the committee that framed the Exchange Constitution in 1883! That committee was W. R. Gray, George P. Field, Henry R. Turner, James H. Leighton, H. C. Eddy, and they are all alive, very much alive today. They were men of a very good constitution.

Two names stand eminent in our minds—they were of us in the beginning—have stood for us all through—many times, in many places—they are with us tonight—long may they be of us, for us, and with us! U. C. Crosby and George P. Field. ["Hear! hear!" Applause.]

It stirs one deeply to look back through two decades and recall these personalities. Much that he must omit to mention is recalled in vivid memory by men here tonight, who can truthfully say, "All of which I saw, and part of which I was."

But, gentlemen, the good work is not all done. Constantly changing conditions bring new problems, which we must meet. I but repeat what has before been said, and truthfully, "there are just as good men and just as many of them in our Exchange today as at any one time in our history," and in the saying we would but honor the more and more our graduated list of past-masters and eminent commanders. Nothing came to them by chance, they worked for all they got, and deserved it.

A good man has come up to fill every place left vacant. It behooves us who remain here to guard the reputation of the body, to further promote its efficiency, and increase its value. We must never become an aggregation of nonentities, living on the momentum imparted by great

men who have gone before, but each must make himself worthy and well qualified in the particular line of service that falls to him.

Each should do something and do it well—do your utmost for the general benefit—and you will get your share.

In the language of President Roosevelt, "Every man should pull his own weight." We have shown what can be evolved, established and maintained by men of high endeavor, resolved to do well, bound only by the simple tie, "honor and good faith of our individual members," and liberally backed by appreciative companies. Now let it become crystalized into a lasting vitality. Just a moment more:

In 1885, a retiring official, with an attack of eloquence or an attempt to emphasize, quoted from "The Brook," "Men may come, men may go, but we go on forever."

Men have come, men have gone, we still go on. Many of our dreams have been realized; many of our undertakings have borne fruit, far beyond our expectation; many of our ambitions have been gratified and satisfied. We meet tonight with happy smiles, for companions come long distances to meet with us, and a silent tear for the thirty-one who await our coming in another world. We feel a pride in the forty who have struggled with us as privates in the ranks and left us, when called to occupy managerial chairs.

Time is up. Pardon me, Mr. Chairman, if I have been tedious; forgive me, gentlemen, if by omission I have seemed unjust to many who did much to deserve mention.

Every man did something; and the aggregate effort has made the harmonious whole, which we celebrate tonight. I hope and I have planned ten years from now to sit with you all at our thirtieth anniversary banquet, and hear some better man attempt the role of historian; but if that be decreed otherwise, and your historian with others of today are called to meet that reception committee of thirty-one, which awaits the coming of us all—one by one—as come we must (there will be Steere and Horner and L. D. Smith, along with Eastman, Emerson and Sherman and all the rest), and when from the back office, the backest of the back offices, and through the open

door of pearl, as it swings on its golden hinge, there shall come a stentorian voice, "Who is he? What did he do?" we shall be proud, if some one shall arise and say, "He helped, only helped, EVOLVE, ORGANIZE, MAINTAIN and PERPETUATE, the New England Insurance Exchange." [Great applause.]

The Toastmaster—

> Our doubts are traitors
> And make us lose the good we oft might win
> By fearing to attempt.

It is a long distance call from the Hub of the Universe to the City of Brotherly Love, but by not fearing to attempt, the next speaker was persuaded to leave the mild climate on the banks of the Delaware and brave the inclemency of a New England winter.

Gentlemen, it is with the highest gratification I introduce Colonel Robert B. Beath, president of the National Board of Fire Underwriters, our elder brother among insurance organizations.

COL. BEATH ON THE FIRE INSURANCE SITUATION.

I have listened with deep interest to the magnificent address made by Mr. Turner, and I wish that time would permit me to make some references to the great history that you gentlemen have made during the past twenty years. I was with you ten years ago, and I have the liveliest recollection of the lively time that you then had. The only "fly in the ointment"—if that expression is permissible after such an excellent dinner—to my acceptance of this invitation was that it was accompanied by a request that I would make an address on this occasion. I told your president that if it had come to me by mail he would have received by return mail a very positive declination, for if there is one thing in this world that I hate, it is to get up and make a prepared address. I have been accustomed to take some little part in public speaking, but it was always simply to let myself loose upon the crowd and let the consequences take care of themselves. [Laughter.] But I felt that possibly something more than that was due to such an occasion and that I owed

something to the honorable position that I held as the president of the National Board of Fire Underwriters, and so I have prepared for the purpose of giving before a larger constituency than yours a few facts and figures which I will in a few minutes undertake to read, making them just as brief as possible. But I see you have a long program here and a great number of ex-members of this Exchange are to be called upon to make speeches. They have all been notified and all have their manuscript ready of course—possibly now they are in the hands of the printer. [Laughter.] You may run all the way down the program, from the name of the gentleman from the old Granite State, who emigrated further not a great while ago, down through the name of that distinguished manipulator of cards over in New York who spells his name with a "Hess," and so on till you get around to the harp of old Erin in our Brother Kendall, and ending up with my friend Richards, who is supposed to represent an English company with a Scottish name—for North Britain is Scotland and it belongs in the upper part of the great island of Britain. So with all these speeches to come, I might very well pass over some of the remarks that I would like to have made under other circumstances about the facts presented as to your great work by Mr. Turner. But I will pass on to my own.

After some thirteen years of service as the honorary secretary of the National Board of Fire Underwriters—for as I speak in the presence of one of the ex-presidents of that board, the president of the Phenix without an "o," he knows that all the work of the National Board of Underwriters is done by H. K. Miller [laughter]—this year, after this service as secretary, my colleagues of that great organization honored me with the position of president.

That board, as you know, has assumed no oversight or control over the vital questions of rates or commissions, though they have important work to do in other directions, and one branch is that of tabulating the results of fire insurance from the official reports made to and by the insurance departments of the several states.

I have deemed it necessary at this time to cull from the mass of statistics so collected a few figures, presenting them in the briefest form, in the hope that they will be

the means of impressing on all of you, and on the public directly interested in our work, that because of a few, very few months of reduced losses, in four years, we cannot and must not, by any laxity of our own, return to old conditions.

It is yet too early to obtain the official figures for the year 1902, but we know that the fire losses of the country kept full pace during the first six months with those of several years previous, and that the closing six months of the year showed a reduction in the amount of losses. But this fact may be fairly predicted, that if the figures of the year do show a profit, that profit will not equal the actual loss sustained in any one of the past three years.

For the year 1901 the underwriting results for all fire insurance companies reporting on their entire business to the New York Insurance Department, embracing all but a few local companies in other states, showed that losses and expenses exceeded the premium receipts by $6,955,429, or 4.25 per cent.

For the year 1900 the loss on underwriting was $6,277,-994, or 4.25 per cent., while for 1899 the loss was $18,-428,695, or 13.7 per cent. of the premiums written.

Thus, in these three successive years, premiums paid by the insured failed to meet losses and expenses by $31,-662,116.

With such conditions continuing, the wonder is not that so many companies retired from the conflict, but that so many still remained, all indulging in the long deferred hope that conditions would in some way be soon changed for the better.

One year, whether good or bad, is not a fair criterion for measuring results, and possibly the three years quoted may not be a sufficient length of time for proper judgment, but they demonstrated, beyond question, that in some way a decided improvement in results must be speedily produced, or there must be a still greater shrinkage in insurance capital and, of course, in underwriting capacity; while for companies remaining in the field there could only be a heavy loss of surplus, which would seriously affect the strongest and best of both foreign and domestic companies.

Now taking the ten years, from 1892 to 1901 inclusive, as affording a fair demonstration of results on underwrit-

ing, the premiums reached the enormous amount of $1,-333,880,639.

Losses paid were	$798,612,800
Expenses paid were	487,680,325
Added reserve, unpaid losses and other claims	43,353,719
Profit for the 10 years	4,833,795

or .37 of 1 per cent. on the premiums.

The taxes paid to the states and municipalities during these 10 years amounted to $35,681,029, or 2.69 per cent. of the premiums, a sum nearly seven and one-quarter times the profit allowed the companies. Even one-half of this amount would have given the states a large income from a business which in no degree confers special privileges, for companies can be organized anywhere by any citizens choosing to apply for charters, and the other half of that sum would have given the companies only a very moderate profit on the capital invested.

While the companies are required to pay these taxes, necessarily the cost must be included in the rate charged for insurance.

With such meagre results shown on the underwriting, the business man naturally wants to know how companies can stand the strain and pay dividends, and there are business men, not stockholders, who admit that companies are entitled to a profit. How do they pay dividends?

The answer is that all stock companies in New York and Massachusetts, for instance, must have a paid-up capital of not less than $200,000. Foreign companies must make a deposit of at least that amount in one of the states. They must all provide a reserve, over the capital, on all premiums outstanding each December 31, of from 50 to 90 per cent., according to the terms for which policies are written.

In past years, when rates were better or losses less, companies were enabled to provide for and add to their surplus; thus capital, reserve and surplus constitute interest-earning assets, out of which dividends can, or should be, paid, with a margin for further protection to both policyholders and stockholders, through accretions to the surplus.

Thus during the ten years cited, the investment account

had to provide the dividends paid. Fire insurance cost the companies, in losses and expenses, 99.63 per cent.

It should not be overlooked in this connection, that the ratio of interest earnings has largely decreased. Years ago standard 6 per cent. investments could be had at or about par—now we are down to a 4 per cent. basis. The interest earnings are reduced practically about one-fourth.

With such a showing at both ends, was it reasonable or possible, to continue conditions under which the stockholder, who risks his money in this business, must depend solely on interest earnings for dividends?

Is it unreasonable to insist that the rates of insurance shall show at least a small profit to strengthen the companies and to provide against conflagrations—not such as that of Boston in 1872, but take those of Jacksonville, Paterson and others of relative minor importance in recent years?

Even with the presentation of such incontrovertible facts, many a business man of today scanning a bill for insurance at increased rates, takes little stock in the information delicately conveyed by his broker that he has heretofore had his insurance below cost. He knows that he has not burned out, and, consequently, from his standpoint, all the money he has paid is clear profit to the companies. He also may take that occasion to vent his views as to the impertinence of compelling him to carry a certain percentage of insurance to value of the goods insured, and he refuses to concede that it in any way enters into the question of cost, though he will refuse, if a cloth merchant, to sell you a piece of goods 48 inches wide at the same price he charges for one 36 inches, of exactly the same quality. [Laughter.] If his goods are of a liquid nature and you deal with him [laughter and cries of "We don't!"] he expects you to understand without discussion why you are charged more for a gallon than for a quart of the same fluid extract. Both, the gallon and the yardstick are, to these merchants, the basis for measuring cost and selling price, and co-insurance is necessary to grade the cost of insurance.

Forced by alarming and long-continued conditions, this last year companies decided upon securing a more adequate price for their policies. There was and is some

difference of opinion as to methods, but none at all as to the positive need for better rates. We cannot but feel that the action taken must now produce good results for the companies, but we had better be sure we have these good results in hand before we again go back to a period of inadequate rates, and we can't afford to lose our heads because six months in forty-eight were good. [Applause.]

For the year 1902, the so-called 25 per cent. advance, applied as it was to only certain classes of hazards, will not net much more than 10 per cent. if it reaches that figure on the average, and that can hardly be claimed as unreasonable, when contrasted with the meagre results of the past 10 years.

Who can assign any tangible reason for continuous losses for the first six months of 1902 and reduced losses for the ensuing period? I pass the conundrum along. [Laughter.]

The withdrawal of insurance capital by the honorable retirement of many excellent companies, without considering the miserable failures of two or three which perished, and if I might quote scripture, which "died as the fool dieth" [laughter], was not the only hardship experienced through long-continued adverse conditions. Many companies deemed it essential to their own safety to prune lines and reduce liabilities on congested sections, and this made a decided shortage in insurance in many localities.

To replace them, with but a few honorable exceptions which are and will be welcomed by insurance men, we have the offerings of a brood of so-called Lloyds, with sharp conditions absolutely voiding their policies, if any one company on the risk has received a higher rate [laughter], and with these are some so-called mutual companies, in one instance advertising that in addition to the premium, the note required by law for assessments to meet losses, shall be for the amount of only one dollar.

Thus, as to the latter, without capital to earn interest or back up their liability, dependence must be solely placed, for payment of losses and the expenses of management, upon premiums, and any assessment which may be required in time of disaster can only be made on a number of notes so issued for one dollar each.

Gentlemen of the New England Exchange, you are

each charged with large responsibilities. The maintenance of even the present capital in this business is dependent upon a profit for the stockholders of your companies.

Any weakening of the lines as to fair and adequate rates or in the maintenance of good practices may result in utter demoralization in important centres, and also in the certain withdrawal of more capital and leaving many a gap in our ranks.

You realize, of course, that you are engaged in a highly honorable business, one of great moment and absolutely necessary for the protection of many and varied enterprises. Conditions are continually changing, and we must change with them, not by any retrograde movement, but by advancing to meet them.

More than ever is there need for skilled men in our business who shall tackle problems unthought of but a few years ago.

I need not particularize—you know them and of them, and my closing words are—Be true to the vast interests confided to you. Each man should make these a part of himself and measure up to the standard required, and for your own satisfaction and peace of mind, and for the good of all your associates, observe good faith and honest practices in all your dealings. [Great applause.]

The Toastmaster—A man suspected of leanings toward poetry once gave a dinner to a select number of his personal friends. Becoming communicative, he informed his guests he had produced much poetry, but he had resolved not to publish any of it until after his death. His companions with one accord exclaimed, "Here's a long life to you and a happy one to us!" Exceptions prove rules and very soon we shall note the exception. Ten years ago we enjoyed the poetical fancies of our friend, and notwithstanding the fact that one of his anatomical feet has been out of commission during the decade just passed, we may feel assured his metrical feet will prove sturdy and true as of yore. Mr. B. B. Whittemore, poet

laureate of the Exchange, and incidentally president of the Boston Board of Fire Underwriters. [Applause.]

MR. WHITTEMORE'S TRIBUTE TO THE EXCHANGE.

I am very greatly indebted to the president for the pleasant manner of his introduction, but I must, out of consideration for the position which I occupy and for the grand body which I represent, claim precedence for that body over the rank of the alleged poet. Mr. President and gentlemen, you will allow me to bring to you the congratulations of the Boston Board of Fire Underwriters and to assure you that in your successes, in everything that you do in the line of promoting insurance interests, you have their most hearty welcome. I wish to say to you still further that if at any period in the existence of the two bodies—for their lives are almost coincident; I think the Boston Board has two months priority of birth —if any differences have ever arisen, I think the day has dawned when they shall all pass away. [Applause.] I am very sure that the communications of the joint committee of the two bodies in a very important matter are looking toward a happy result, and will be but the precursor of a general coming together and an absolute union of action on the part of both bodies. [Applause.] What has been said of the successes of the New England Exchange may also be said of the Boston Board of Fire Underwriters. I am very proud of my connection with a body of gentlemen who have managed to keep together during the periods of depression, the periods of excitement, and who have kept in the main true to all of their agreements and true to their duty to their companies and to themselves. That much being said, I trust that you will accept as a heartfelt expression of the feelings of the members of the Boston Board what I have said on their behalf.

The facts and figures which have been given by our Historian in such an able manner this evening, and those given by the president of the National Board, have in a way a somewhat depressing effect, because they bring our responsibilities so closely upon us. But in the duty assigned to me, it will be necessary to depart somewhat from that feeling. When the committee approached me and suggested that some verses would

be expected from me on this occasion, I asked them of what nature, and they replied, "Well, we want a good time, and the gentlemen before whom you will appear will probably by the time you are called upon be in a sufficiently mellow state of mind" [laughter]—I won't be sure that I give exactly the words, but I believe that was the idea—"that they will accept anything you have a mind to give them, from a burlesque up to a hymn." [Laughter.] Well, that gave me a thought—now is my opportunity. About that time everything was football. I got it from my friends in New Haven and I got it from my associates in Boston, and there was nothing in the air but football. Now, said I, what an opportunity I have. I will get up a football game and I will have the members of the Insurance Exchange take part in it—I will organize them into two teams, and what splendid material I will have! We have got the kickers, and I know who they are [laughter]; then we have got the tacklers, ready to tackle anything from adjustment of a loss to a good dinner. And then we have the fullbacks and the halfbacks and the pullbacks—I know who they are—and then some of the end men that are always getting around somehow or other, you know. [Great laughter.] They always get there, and the ball always crops up where you least expect it. Sometimes you think you have got it in one quarter of the field and you find it in the other; you don't know how it got there.

Mr. B. F. Stillman—You have been there.

Mr. Whittemore—Oh, no, don't say that. Then there are others who are climbers, you know, and are never afraid of commissions.

Well, I sat down to proceed with my work, and when I got it pretty well along I was something in the mood of the old lady who took the old doctrines of Presbyterianism down solidly. Some of her friends asked her, "Auntie, do you really think that all who don't belong to the church will be damned?" "Oh, yes," she said. Now, she had a husband, John, who didn't belong to the church and was rather an easy-go-lucky fellow. And when they said to her again, "Auntie, are you really sure that everybody who doesn't belong to the church will be damned?" "Ah," she said, "I hae me doots about John."

[Laughter.] And so I began to have "me doots" of the success of this work I was at.

Well, a happy thought occurred to me. I sought out a venerable friend of mine in whose judgment I had great confidence. I knew he would tell me the truth. And as they say in the newspaper offices, I thought I would "try it on the dog." So I started on him. I got him in my office corner in a comfortable way and read it to him. Getting to a point where I thought he ought to collapse, I peeped over the corner of my paper, and said, "Did you see that joke?" "Oh, yes," he said, "I saw it all right." But he didn't smile. And I went along a little further and about the time I thought he ought to smile, I asked, "Did you see that?" "Well, I think I do, but don't you know, your characters that you are talking about are men that the boys don't know, and the jokes that you have got off on them will all be lost." Well, that set me to thinking still further that that wouldn't do and I must resort to some other means. And so I laid that manuscript aside, and without taking my friend's advice that I print it and put in explanatory notes, and the boys would lie down on the floor and roll, he said, when they saw what the jokes were, I gave that up. And now, Mr. President, in a better frame of mind, I beg you to accept the few verses which I offer, not as the poet, but as the verse-writer, and with them, standing as I do today in the front ranks, I believe, of the members of this exchange, a feeling which I can hardly express in the few lines I may give here, my most hearty wishes for the future success of the Exchange, my thanks for all that has been done by the Exchange on behalf of those whom I represent and of those in whom I have an interest. And with that I beg to present you the following lines:

Hail, comrades, guests, and all who join
In this delightful way
To celebrate with our Exchange
Its twentieth natal day.

It hardly seems a verity
That, in its silent flight,
Time can have scored the many years
Of which we speak tonight.

It hardly seems a brief decade,
Since from their thrall of woes,
Our brethren of the early days,
At Reason's call arose.

For they had drunk the bitter cup
Which competition brings,
And in associate form they sought
A day of better things.

That day was most auspicious, when
It dawned with radiant glow,
And ushered in our young Exchange,
Just twenty years ago.

'Twere fitting here, if we recall
Conditions of the hour,
When those good souls, those chastened men,
Assumed directing power.

The crudities of all things then—
Doubts and oppressive fears—
Were obstacles that tried the nerves
Of those good pioneers.

But they had learned humility,
And prudence was their creed,
And, for the harvest we have reaped,
They sowed the vital seed.

So happily has our Exchange
Moved on in all these years,
That nought on its historic page
But harmony appears.

Not harmony in apathy—
Not ease in idleness—
But, rather, fellowship in toil
That leads to true success.

But let us note in retrospect
The changes Time has wrought,
And let the wonders of today
Engage a moment's thought.

For in these twenty fruitful years
Man has secured the keys
Which have unlocked the fastened doors
Of Nature's mysteries.

He has reached upward towards the Heavens
In his audacity,
And banished with his daring hand
The terrors of the sea.

Behold the magic witchery
That space could over-reach,
And over land and over sea
Convey our vocal speech.

And then behold the miracle
Which, on etherial waves,
Bears to the distant voyager
The word that cheers, or saves.

But these are only brighter stars
That lead a lesser train,
And point us to the broader scope
Of this reflective strain.

We see the wheels of industry
Moved by an unseen power
That spreads its impulse o'er the land
And broadens every hour.

We note that every enterprise
Is eager on its part
To seize the new developments
Of science and of art.

With all these changes come to us
New trials, as we know,
Scarce mentioned in the chronicles
Of twenty years ago.

But our Exchange has kept in step
With progress in the land,
And in the march 'twill surely keep
Well forward with the band.

The veterans beg your patience, if
Their step be sometimes slow,
They find the pace more trying than
'Twas twenty years ago.

But they'll not view these later times
With pessimistic eyes,
But, rather, welcome progress, though
It come with some surprise.

They welcome all our younger life
With faith and courage strong,
By whose brave hands must our Exchange
Henceforth be borne along.

And they will pray that large success
Shall with your efforts flow,
E'en as it issued from the springs,
Touched twenty years ago.

So will the "Old Guard" rest content
As your good fortunes grow,
But by your side they hope to tramp
Still longer—don't you know? [Long applause.]

LETTERS OF REGRET FROM ABSENT GUESTS.

The Toastmaster—The secretary has a few letters from absent friends which the committee thought it might be well for the members to hear.

The secretary read the following letters:

Portsmouth, N. H.

C. M. Goddard, Secretary, New England Insurance Exchange, 55 Kilby Street, Boston, Mass.:

Dear Sir:—I regret that circumstances over which I have no control will prevent my attending the reception and banquet to be held in commemoration of the twentieth anniversary of your organization, at Hotel Somerset, on the 8th inst.

I trust all the brethren will have a most enjoyable time.

Very truly yours,

(Signed) ALFRED F. HOWARD, President,

January 6th, 1903. N. H. Board Fire Underwriters.

Washington, D. C., Dec. 22, 1902.

The New England Insurance Exchange, Boston, Mass.:

Gentlemen:—I am in receipt of your invitation to be present at a reception and banquet to be given in commemoration of the twentieth anniversary of its organization, for which please accept thanks. While I regret that circumstances beyond my control will prevent my being with you in person, I am always (tho' 82) with the Exchange "boys" in "spirit," and remember with great pleasure and satisfaction the great work done by them to promote the best interests of the companies, the assured and the public generally, and may your good work continue, so that the New England Insurance Exchange may continue to be recognized, as it now is, authority on insurance matters generally, wherever the English language is spoken. Yours truly,

(Signed) J. C. HILLIARD.

Richmond, Va.

Mr. C. M. Goddard, Secretary:

Dear Sir:—I thank you for your kind invitation to your banquet and reception and regret extremely that I will not be able to be present. I am sure the occasion will be one of much pleasure and wish it were possible for me to be with you. Yours truly,

(Signed) W. E. CHAPIN, President,

December 26, 1902. South Eastern Tariff Association.

New York, Dec. 24, 1902.

Messrs. Frederic A. Wetherbee, Gayle T. Forbush, George Neiley, George A. Furness, Wm. A. R. Boothby, Horace H. Soule, Jr., John J. Cornish, Committee of Arrangements:

Gentlemen:—I have the honor to acknowledge receipt of your invitation to attend a reception and banquet to be held in commemoration of the twentieth anniversary of the organization of the New England Insurance Exchange.

I had hoped on its receipt to be able to be present, but fear family engagements will forbid, and therefore reluctantly have to decline your kind invitation.

May I express the hope that the New York Insurance Exchange may, when it reaches the age of your excellent association, have a record as beneficial as yours has been to the interests it represents.

Very truly yours,

(Signed) J. MONTGOMERY HARE, President,

New York Fire Insurance Exchange.

New York City, Dec. 22, 1902.

Frederic A. Whetherbee, Chairman Committee of Arrangements, New England Insurance Exchange, Boston, Mass.:

Dear Sir:—I acknowledge receipt of your invitation to attend a reception and banquet to be held on Jan. 8 in commemoration of the twentieth anniversary of the Exchange's organization.

I regret exceedingly that it will not be possible for me to be present, as, while I am not a member of the Exchange, I have felt unusual interest in it because of the fact that my first experience as an underwriter was in New England and shortly before the formation of the New England Exchange, which I consider the model rate-controlling organization of the United States. [Cheers.]

Thanking you for remembering me, and with my best wishes for an enjoyable occasion, to be followed by at least another twenty years of usefulness for your organization, I am Yours very truly,

(Signed) HENRY EVANS, Vice-President,
Continental Insurance Company.

Hartford, Dec. 19, 1902.

Gentlemen:—While thanking you for the honor, it is with sincere regret that I am forced to decline your invitation to be present at the reception and banquet to be held in commemoration of the twentieth anniversary of the organization of "The New England Insurance Exchange." Twenty years of faithful service to your companies—twenty years of loyal service to each other—twenty years of unselfish service to the public—such a record of successful service to all interests with which you have come in contact, entitles you to the esteem and respect of all whom you have benefited.

Well does the writer remember the earlier years of your life, when in the far South your sister organization the South Eastern Tariff Association came into existence about the same time, how we looked to you for helpful encouragement, and how it was our desire to strengthen your arms, as you stretched them out for the good of our mutual interests.

May your twentieth birthday, stand not as one of age and serenity, but instead may it be still in the heyday of your youth, and at the threshold of a career long and useful to your members and the great interests you represent. Very truly yours,

(Signed) HENRY E. REES, Assistant Secretary,
Ætna Insurance Company.

To the Committee of Arrangements, The New England Insurance Exchange, Boston, Mass.

Chicago, Jan. 3, 1903.

C. M. Goddard, Secretary, 55 Kilby Street, Boston, Mass.:

My Dear Sir:—I have just received the courteous invitation mailed to me from your office 18th ult., same having got side-tracked in the mails until this time.

I thank you very much for the invitation so cordially extended and regret exceedingly that I shall not be able to attend the reception and banquet to be held in Boston, 8th inst., in commemoration of the twentieth anniversary of the organization of the New England Insurance Exchange.

It would afford me great pleasure to be present on that occasion and to meet the gentlemen who have made the New England Exchange the synonym of everything that is progressive and helpful to fire underwriting, not only in New England, but in the country at large, but I shall be obliged to content myself with wishing you and all the good friends assembled a royal good time, which I feel sure you will not fail to enjoy to the utmost.

With kind regard, I remain,

Very truly yours,

(Signed) I. S. BLACKWELDER. President,

The "Union."

Upon the reading of the letter from the venerable ex-member and honorary member, Mr. Hilliard, the company joined in three hearty cheers for their absent friend.

The Toastmaster—During the middle eighties stock insurance men became much concerned as to whether the manufacturing business was to leave their books entirely or be written at rates so diminutive as to preclude any visible margin for the declaration of dividends on the class after expenses and losses were provided for. With heads thrown back and gazing at the ceiling, they soliloquised as follows:

Sprinkle, sprinkle small device,
How we wonder if the price
Charged for sprinklered risks today
Will a loss or profit pay.

At the present time even a small minority look askance

at the 15 or 20-cent rate on a standard risk, but those who are privileged to participate in the results are like Oliver Twist, eager for more.

Little drops of water
Under proper head
Stop the conflagration
Which we all so dread. [Applause.]

The Factory Improvement Committee of the New England Exchange was the cradle for the development of sprinkler equipment as we know it today, and the hand that rocked the cradle is the hand we grasp tonight in grateful recognition of the foresight and wisdom of its owner, the chairman of the committee proposing the establishment of the Factory Improvement Committee, Mr. U. C. Crosby, president of the New Hampshire Fire Insurance Company. [Great applause and prolonged cheering.]

"WATER CURE AS APPLIED TO NEW ENGLAND."

Mr. President and Gentlemen: When the above was presented as the subject to be considered in the few moments allotted to me, it suggested the idea of the "Keeley Cure," whisky vs. water, and kindred subjects, matters with which I am not familiar. On further consideration I came to the conclusion that this being a gathering of underwriters and the subjects to be discussed connected with their business, that our president intended that my subject, "Water Cure," should apply to risks and not individuals. I shall do my best to make such an application. [Laughter.]

There must be a disease, a trouble or a disorder of some kind in order that there may be a cure. "In ye olden time" the patient was treated with poultices, emetics, physic and "blood-letting," and if the first application did not kill or cure, then more of the same kind and quantity. Today the medical profession generally believes the system should be built up, not pulled down, blood improved, not let out, and they give drops of medicine now where formerly they administered ounces and pints.

Not very many years prior to the organization of the Exchange, underwriters generally practiced along lines of the old time physician. Very little was done in the general building up of the system, in other words the construction of the risk, and while large doses were occasionally applied in the shape of standpipes and pumps, their main dependence was in the nature of that which the assured usually considered as "blood-letting," viz.: rates and premiums. If the first application of the latter did not pay, then they called for more blood. Not that the insurance companies forty years ago or today charged more than the cost, hardly that, the trouble was and is with the risks.

The remedies frequently recommended and sometimes used were of value, but the result was not satisfactory because the hazard and the general conditions of the risk were not considered intelligently and the treatment as to fire apparatus was of such a nature and so applied as not to accomplish the work intended. As the number of fires and destruction of property increased, there developed a feeling of restlessness on the part of the insuring public; they said to the underwriter in substance, "It is not only the value of property destroyed or the cost of insurance, but the loss of business and reputation; cannot something be done to reduce this burden?" The usual reply given was, "It is not a matter for our consideration, our business is not that of a physician, but rather that of an undertaker. Continue to build as you like, protect or not, that is your business, not ours."

It is hard for us here tonight to realize that such a condition existed not so very many years ago and that underwriters generally were so apathetic on questions of importance or indifferent to the proper relations which should exist between the underwriter and the insurer. Failing to obtain assistance from companies insuring their property, the proprietors in certain lines of manufacturing joined in making a careful study of their hazards and of protection. Companies organized to do their insurance made a pronounced success and our companies lost a great opportunity and a large volume of what should have been desirable business. During this period and not long before the organization of our Exchange, there appeared one who seemed like the "Voice

of one crying in the wilderness," who said, "The trouble is not in the kind of medicine you use, but the way you administer it. Water should be used, but it should be distributed evenly all through the system and not in one spot."

Our companies when this proposition for a new kind of protection, or the "Water Cure," was presented, received it either by direct opposition, by indifference, or at the best procrastination. Said one, "We want fires, it is not for our interest to protect property. If this application of water will do what is claimed for it, when it is introduced we shall have to go out of business." Another said, "We believe in protection, but we do not believe in the new-fangled notion; the idea is absurd; we do not want a lot of little streams all over the building which will do more damage by water than they will do good. What we want is a great, big stream that will knock things every-which-way and put out the fire." Still another class said, "I guess there is something in this, we will refer it to a committee." It was so referred, the committe made a favorable report but there it rested; a condition illustrated by the Roman Governor who two thousand years ago said, "Go thy way for this time; when I have a more convenient season I will call for thee." This position of inaction on the part of our companies caused us the loss of much business and postponed for years our proper position in the insurance field.

This principle in protection thus brought forward and illustrated in its highest type by the automatic sprinkler, our "Water Cure," in face of opposition and indifference, was a success from the first, and because founded on correct and scientific principles, viz.: the application of water at the right place in the first stages of a fire when a small quantity will do the work desired. This is not a treatise on automatic sprinklers, consequently I only make reference to the principle and will proceed to its application by the Exchange. Feb. 13, 1886, a motion was introduced calling for the appointment of a committee to take into consideration and report on the subject of automatic sprinkler protection. This committee named as the "Factory Protection Committee" made their report June 5, 1886. The Exchange adopted it and in line with its recommendation appointed a committee to

take general charge of risks in the Exchange territory proposing or having automatic sprinkler protection.

This committee consists of twenty-two members, subdivided as representing different states, with a general chairman, and is known as the "Factory Improvement Committee." It has been in constant service since its appointment in 1886. During this time about 2,900 individual risks have been taken up and considered by this committee and a large proportion are equipped under standard conditions, kept in order by a careful system of inspection and they are nearly all insured by our companies. That we have obtained a comfortable profit in the underwriting of the class there is no doubt, yet that is but a small part of the benefits received directly and indirectly through the work of this committee. The consideration of automatic sprinklers has given an impetus to the careful and intelligent study of hazards and risks and the proper and improved forms of building construction and everything that contributes to the reduction of losses by fire. The consideration of 2,900 risks in care of the Factory Improvement Committee means that our representatives have come personally in contact with 2,900 prominent and successful business men. They have discussed with them questions of mutual interest viz.: forms of construction and protection of their property. This interchange of ideas has demonstrated that we are conducting our business along practical lines and we have made the assured, if not friends, at least friendly. This feature is marked and of inestimable value to both the assured and the underwriter. The feeling of antagonism is fast disappearing and in its place good fellowship and acknowledgment of mutual interests. [Applause.]

We must not forget that the great laws of nature are constantly in operation, that their working and their influences are as certain and invincible as the movement of the mighty glacier. That which makes for the general good of the whole will succeed, that which works to its injury will not. The tremendous destruction of property by fire in this country is a grievous burden and it is unnecessary. Our insurance companies are organized for the purpose of collecting and distributing the contributions made by the insuring public for the purposes of relief in case of fire. They are peculiarly fitted to con-

sider and demonstrate in a practical way the causes of fire, defects in construction and effective means of protection. It is for our interest as well as that of the insuring public that we have this mutuality of interest constantly in mind and use our influence for the improvement of risks.

It is not the question whether we want risks improved or not; they will be improved whether we desire it or not, because the best good of the whole demands it. If we do not assist in this work, others will take our place and we will gradually lose our position and our business. The leading representative of that class of companies first in the field to take advantage of these opportunities and especially to advocate automatic sprinkler protection, the Manufacturers' Mutuals, said in a recent address, "All insurance is mutual; an insurance company is a combination for the distribution of losses and all losses and expenses must come out of the premium, whether in a mutual company or in a stock company." This must be an admitted fact correctly stated.

Let me here mention two facts demonstrated by the experience of the last twenty years: First, that the most steady, average profit with the most satisfactory relations existing between the assured and the insurer is on risks best constructed and with the most improved protection, and second, that unprofitable classes are not made profitable by simply an advance in rates. If any one doubts this last proposition let him carefully examine the record of the experience of any distinctly unprofitable class and he will be convinced that it was not until intelligent investigation was made into hazards peculiar to the class and the application of improved protection that it became profitable. I believe the underwriter has if possible more interest in the question of intelligent, careful consideration of these questions than the assured.

There is probably no kind of business or profession where visionary and unpractical ideas and methods will so quickly bring disaster and ruin, and the reverse is equally true. Theories and practices founded on correct principles will succeed. Our "Water Cure," the introduction of automatic sprinklers being work done to influence and encourage the study of hazard and protection, has been a success and profitable to our companies and will

continue to be because founded on correct principles underlying and on which the great laws of nature are founded. This statement is not theory or visionary, it is simply good, common sense. [Applause.]

Mr. President, I have referred only to the Exchange and the part taken by them in this "Water Cure"; that is my subject. This is Exchange night and it is fitting that our words should be of them and their work. Other associations may have accomplished good or better results, but I believe it to be a fact that the first practical consideration of automatic sprinklers and their application to risks on the part of the stock fire insurance companies was made by the Exchange and that the organization of united inspection of this and other classes should also be placed to their credit. [Applause.]

Comrades, members of the Exchange, these red letter days in the history of our organization are fitting occasions for reminiscences. I know that tonight your thoughts as well as mine are back in the early days of the Exchange and a time when a few of us came together having in mind the improvement of our conditions in a few particulars. We builded better than we knew and it is fitting that on these anniversary occasions we consider the experiences of the past and the lessons taught.

In many particulars this is a unique and remarkable organization; no insurance company is a member, but their representatives as individuals. You do not in your application for membership either before or after or at any time or place in writing or verbally agree to support rates, rules or any legislation, yet in the early history the few instances of disloyalty and bad faith were so summarily and aggressively dealt with that there has been no temptation to repeat. Founded on the honor and good faith of its members, loyally observed, it has stood the test of twenty years. It is builded on the best foundation.

The New England field the last twenty years has produced a fair average profit, not excessive or such as to invite competition. There is not a non-board agency or a company antagonistic in their operations in the entire territory. There is existing and permeating all of our relations between agents, insuring public and our companies, a feeling of friendliness and an acknowledgment of

mutual relations and interests. This condition is due to your conservatism, to your good, practical common sense, but more than all to your appreciation and application of the Golden Rule. While you have each a strong personality and are zealous in guarding the interest of the individual companies represented by you, you have unconsciously perhaps, by acting on the principle that that which makes for the general good of all produces the best results for the individual, worked for the best interests of our companies.

I will close by referring to my subject and say that the "Water Cure" is a good thing, that its application in the New England field is in evidence and has been a success. [Great applause.]

The Toastmaster—

When all the world is young, lad,
And all the trees are green,
And every goose a swan, lad,
And every lass a queen.
Then hey for boot and horse, lad,
And round the world away.
Young blood must have its course, lad,
And every dog his day.

When all the world is old, lad,
And all the trees are brown,
And all the sport is stale, lad,
And all the wheels run down.
Creep home and take your place there
The spent and maimed among.
God grant you find one face there
You loved when all was young.

Not only one face but many turn to greet with admiring glances the ever-youthful old boy with the great heart and generous soul, for he is a Royal good fellow with a National fame among the Insurance Companies of North America. [Applause.] All up for George P. Field.

The band played "Comrades," while the company rose and joined in a toast to the speaker.

"OLD BOYS AND YOUNG MEN."

I must get out my manuscript. [A voice: "You don't need it."] It is related of a good old country divine that after he had given out his text and preached his sermon, as the congregation was dispersing, one of the deacons was heard to remark, "That was a pretty good sermon, but if the text had had smallpox, the sermon wouldn't have been in any danger of contagion." [Laughter.] Now, I feel very much the same way in regard to my text, and if you boys know how I am going to treat it, you know a devilish sight more than I do. I had that first thought that perhaps the suggestion was that there should be something funny. Well, that isn't in my line, and if it was, perhaps this is hardly the place for it. And then the introduction is certainly of a rather depressing nature. Then, I had thought, having perused the preliminary statements of the Hartford companies, now as always in the front of the procession, and seen that they paid their little dividend of 'steen per cent., with an occasional extra, and added four or five millions to their assets, that it might be considered a profitable year. Up pops my friend from Philadelphia and away that goes; we haven't made any money; we think we have, but we haven't. So, on the whole, I don't know what to do except to touch up on a subject that has been quite near to me and I think is the corner stone of the success of the New England Insurance Exchange. And that is that in its inception it started on the basis of securing the co-operation of the local agent and, so far as possible, public sentiment, and working from that up. All the brilliant successes of the Exchange for twenty years, if you will review its history, have certainly been at the time when the Exchange had the heartiest co-operation of the local agent; and those dismal failures have come when the Exchange has assumed a mandatory tone and has come the "public-be-damned" act. Then we have mourned over it, and some of us have retired to the seclusion of Hawes street before the recent legislation and sought consolation at fifteen cents per.

I think that that is a thing which now particularly the young men, the men on whom the work of the Exchange is to devolve after we old boys have been carried down the broad isle and comfortably planted—it is something

that they want to consider. I don't believe that any rates that are in advance of public sentiment or beyond what the local agent will sustain can ever be continuously maintained. It may need a little persuasion to bring the local agent or public sentiment up to that. My friend Snow recalls to me a little incident of the Lawrence committee which some of you gentlemen may remember in the early days of the Exchange. That was a tough territory, and it finally got to a point where the committee had to have two chairmen, and Snow was one and I was the other. We went up there and we wrestled with those fellows, and Snow will back me up in the statement that we finally got aboard and we did fairly well with rates—not as well as we would like to do, but it was better than nothing.

Mr. Snow—Better than it was.

Now, it does seem to me that that ought to be the keynote of the work of the Exchange; you ought not to drift away from that old landmark. Of course, there come times when there are emergencies, as there were last spring, when it seemed wise to issue a general edict that certain things shall be done, namely, that certain rates shall be advanced 25 per cent. Well, I was not here when that was done—I was on the other side, in the South of France. But I was attending to business; I was placing a hazardous risk.

A voice—At Monte Carlo?

Yes, exactly. [Great laughter.] I was trying to guess on which square to place my little twenty franc piece so it would come back with interest, and the only safe number to bet on was 15 and 25, and the wise ones played a split on that. [Laughter.]

I shall have to get out that manuscript.

And particularly, I think, that this co-operation of the agents ought to be more cultivated, now that they are organized. Now, I speak from the agent's standpoint. I don't think the agent as a rule, the better agent, is the mercenary wretch that he is painted. Some of us have the interests of the company very much at heart, perhaps as much as the executive officers of the company. It is quite certain that the local agent controls the business. He has got the risk. He controls his local press to a great extent, and that means the public sentiment. And so far

as the legislature goes, why, he owns them, soul and body. That we know. Now, it would be a very unfortunate thing, it seems to me, if we should ever see the time in the insurance business, as we do in the other trades, when the labor—the agent—is arrayed in organized form against the capital—the company. And from some of the agents' organizations, it seems to me there is a tendency in that direction, and a little work done now in that way may stop that condition of things. I commend the thought to you, young men, from an old boy. [Applause.]

The Toastmaster—Our friend from the City of Trenches can hardly be called an X-ray, although his penetrating qualities are so well known that he has the reputation of piercing the traditional grindstone further than any one, provided the necessary aperture of the requisite dimensions is furnished. A few waggish winks of his eagle eye and the abstruse problem becomes a simple equation, the unknown quantity a familiar acquaintance, while at the touch of his practiced hand the Gordian knot fades away like a rope of sand on the beach in the good old summer time. A. H. Wray, manager of the Commercial Union Assurance Company. [Applause.]

"RADIATIONS."

Another impromptu address that I scribbled off with faltering fingers on the train coming over, "Radiations." [Laughter.] It does not take very much insight, Mr. Toastmaster and gentlemen, to conjecture what I am expected to radiate on an occasion of this sort; and, indeed, it is fitting that on the celebration of the twentieth anniversary of the New England Exchange pleasant remarks should be made and bouquets rendered the organization which was born of the necessities of the hour, with a purpose to better the conditions of the business in which we are all engaged, to smooth away the difficulties in the path to harmony and to intelligent application of progressive methods.

Twenty years is not a very extensive period if you say it quickly, but from some other points of view it is a

very long time, and it is distinctly to your honor and credit that in all these years you have never stumbled nor even faltered, while the craft has steadily sailed along, always forward, laden with good will, justice and prosperity, and with earnest purpose to uplift the business in which you are engaged, justly deserving and receiving the confidence and trust of those in whose interest the organization, the Exchange, was instituted. [Applause.]

It was my privilege in the latter part of 1883 to be received into the membership of the Exchange, and it requires very little mathematical calculation, therefore, to determine that I am only about one year younger than you are. [Laughter.] When I first entered into companionship I knew about all that it was necessary to know in the insurance business. [Laughter.] When I deserted the active list I knew not quite so much as I had known five years previously, but I have to acknowledge that I have learned much which has been of service to me in the years since.

No human individual or organization is infallible, and you will make errors on occasions, sometimes. But wherever criticisms may come as to your action you are quite sure that nothing of the sort comes from those who once were of you and who have gone in the course of time or luck or fate to take up elsewhere other phases of the work.

Twenty years brings to mind an historical character of whom you have all heard, and as I look about me I think there are quite a number who may have had personal acquaintance with the honorable gentleman to whom I refer—Mr. Rip Van Winkle. [Laughter; a voice—"He was a lucky man."] Yes, Mr. Rip Van Winkle, it was said in song, at least, was a very lucky man. The luckiest circumstance, I think, in reference to that gentleman was the fact—or rather, two facts: First, that he lived in New York State, instead of New England; the second, that his existence and that of this Exchange were not contemporaneous. Had he been in New England at the time of the active operation of this Exchange, undoubtedly he could not have slept through so many years as he did—perhaps not so many hours as are numbered by the years of his nap—because doubtless

a detail from the Factory Improvement Committee would have pounced upon him. We will all agree he was a "sprinkled risk." That committee would have fixed as "base" a rate as possible on the risk and would have scheduled him emphatically for "exposures" and for "deficiences in equipment." [Laughter.] They would have awakened him from any slumber. The air would have been bluer than it has been made by any modern mill operator in recent years.

Gentlemen, I am a "radiator," and I have been told I must give out heat. This is a pretty warm body to inject a radiator into [laughter], especially as you have the advantage of me in having as a toastmaster that prince of caloric dispensers, the "Furness." [Great laughter.] He impressed upon me when he informed me that I was to be present tonight, that I was to radiate, but I am always restive under restraint of orders, and therefore I determined to come over here and absorb instead, and I am absorbing and carrying out my fell purpose to the full. [Laughter.] I generally do when I get a chance.

It is really a distinct pleasure to be with you tonight. A little sad note comes to me in missing so many faces of old and good friends, but I am very glad to see the happy faces of their successors and new members, ambitious, earnest younger men taking up the work that was laid down by those old original members of the Exchange. There is no cloud upon the horizon of this association that cannot be dispelled by diplomatic sunshine, of which you always seem to have a sufficient supply on hand. May you long live to schedule and re-schedule [laughter], and if you do not reach perfection—and it is quite possible that you will not, although you may—I am quite sure that the real end of this organization will be to conserve the interests not only of those whom you represent, but of the great public whose interests are closely allied to those companies and who are so dependent upon them in the contracts which you have mutually entered into. [Applause.]

The Toastmaster—About four years ago most of us assisted at the dual launching of our one-time associate, now transformed into a thorough going Knickerbocker,

on the Pacific sea of matrimony and the stormy Altantic ocean, overflowing the New York City quicksands. At the outset, surrounded by the breakers and brokers, and in danger of being dashed to pieces on the jagged rocks of official criticism, he has succeeded in administering the oil of common sense so thoroughly that now there is scarcely a ripple on the municipal pond.

'Tis easy enough to be pleasant
When life flows by like a song,
But the man worth while
Is the man with a smile
When everything goes dead wrong.

"A Fair Exchange Is No Robbery." Henry E. Hess, manager of New York City Fire Insurance Exchange.

"A FAIR EXCHANGE IS NO ROBBERY."

When I looked over the schedule of risks to be presented this evening, as I naturally did the moment I had an opportunity, I was struck with the fact that there was very little hazard involved in the first four items [laughter], but when I got down to the two immediate predecessors of myself I thought at once of a story that reached me not long ago by way of Boston, and it told of two men who went from the country down to the city. The first night, after they had gone to bed, one of them was awakened by a most frightful noise outside and he rushed to the window and saw a fire engine go by. As he turned away the noise was repeated, and going back to the window he saw another fire engine pass, whereupon he yelled to his companion in bed, "Wake up, wake up, man!" And his friend said, "What's the matter?" "I don't know what the matter is," he said, "but they're moving hell and two loads have gone by already." [Great laughter.]

I can only congratulate myself and the gentlemen present upon the judicious discretion which the gentlemen preceding me have displayed. They have left a little bit for somebody else to say.

Mr. President, it is natural that at an anniversary gathering like this one should grow reminiscent, and I

am filled with a desire to tell you how I landed in this town one night twenty years ago—a homeless boy—and wandered through the streets with a loaf of brown bread under one arm and a pot of baked beans under the other, and with nothing but the hope of a warm career ahead to keep me from freezing. How at length, while gazing in upon a scene of light and good cheer at the old Revere House I was taken in and introduced to the first anniversary dinner of the New England Insurance Exchange, where my brown bread and beans were surrendered for a plate of clam chowder, and where I was given a seat so near the foot of the table that I had to hang on with both hands to keep from falling off into the outer darkness. How from that precarious beginning I worked my way upward through the succeeding years, seat by seat (barking a few elbows and smashing a plate here and there on the way) [laughter] until at last I found myself four years ago at the head of the table with every man present cheering himself hoarse because I was going away next day for good. [Renewed laughter.] But I feel, Mr. President, that if I should yield to my longing and tell all this there are men here unreasonable enough to question my facts and to oppose my conclusions and so for the sake of peace, I refrain.

I am called upon to respond to the sentiment "A Fair Exchange Is No Robbery," and I want to say right here that in my opinion the gentlemen who assigned that as a toast were far more interested in displaying their own wit than in giving me any chance to air mine. I realized that first some three weeks ago, when, being solicited by several enterprising journalists for advance copies of the extemporaneous remarks [laughter] which I should deliver at this banquet, I undertook to knock together something appropriate to this symposium. After covering half a dozen sheets with scintillating remarks I thought I'd like to hear how they would sound, so I went into a room alone and proceeded to read them aloud to an imaginary audience. Mr. President, before I got half way through I realized that all of my audience had withdrawn, and I was feeling sorry that I couldn't get away myself. [Laughter.]

Under the circumstances, I should appeal to you, sir, for clemency, but I bear in mind a certain man who,

being sentenced to two years' imprisonment, remonstrated by saying, "Your Honor, I'm not asking for mercy, but I do want justice," whereupon the judge said, "Mr. Clerk, you may change that sentence from two years to ten." [Laughter.]

While it is conceded that fire insurance lies at the foundation of mercantile credit and that without it modern commerce in all its ramifications would simply be paralyzed, I challenge you to name a business that is so pestered by prejudice, bedeviled by legislation, misrepresented in the newspapers, and abused by the people. I believe the reason for this to be that in years past we didn't work on simple enough lines—we assumed the business to be above popular understanding—and when our rates were questioned we too often met the questioner with a bluff or a rebuff. I think the remedy lies in dealing more frankly with the public, giving it reasons along with rates, so that a man shall know just why his rate differs from his neighbor's, and just what he can do to make it as low or lower. I believe that the more we do of that sort of thing the less the public will regard us as taking its money for nothing, and the sooner will come the day when that public will feel that it is getting value received and be ready to admit that in dealing with us it gets a fair exchange and no robbery. I admit that there is little hope that all people will be satisfied, but perhaps we shall be able to pacify the disgruntled minority by arranging that premiums and losses shall be treated as poker chips and bets are at Long Branch. In that summer metropolis, as you, sir, no doubt know [laughter], no ante is ever less than a dollar and no limit less than twenty dollars, but all settlements are made at ten cents on the dollar. [Laughter.]

Once upon a time there was an Exchange that had grown from modest beginnings to be a recognized power in the land. It was composed of field men who pledged themselves, but not their companies, to the observance of good practices, and who relied upon one another's honor and good faith to secure the success of such measures as it seemed desirable to adopt. It was a school from which were graduated many men who were called to higher places; its councils were harmonious, its work was well done, it was fair to look upon; and in that sense it was "a fair Exchange."

Once upon another time, and in another section of the land, and at a much later period, there grew up another Exchange composed of company officers and metropolitan agents. It was founded upon the wreckage of several predecessors, and it had to deal only with one great city, but that city contained seven thousand brokers and seven times seven thousand citizens who knew how the fire insurance business ought to be run for the greatest good to the greatest number. Slowly and cautiously this Exchange set about making rules, framing schedules, advancing rates; and gradually it brought about a better understanding between the companies and the people, so that the one found a living profit the right to earn which the other was willing to concede. It gave the brokers a chance; it gave the assured a chance; it gave the companies a chance; and it reached out and took a few chances itself. [Laughter.] It was fair to all, and in that sense it was "a fair Exchange."

Also, Mr. President, there was a man who worked for many years in the Exchange that was fair to see, and who went out from it to the Exchange that tried to do the fair thing by all; he gave up one for the other, moved thereto by a high sense of duty and a keen appreciation of dollars. [Laughter.] He cut loose from the Exchange that was fair to see, with the feeling that he was leaving all friends behind him, and that in his new place the hand and head and tongue of every man would be against him. He stands here tonight uncertain whether he is a Bostonian or a New Yorker, but glad that he doesn't have to exclaim with Othello—"Exchange me for a goat" [great laughter], or say with Jessica, "I am much ashamed of my Exchange!" [Laughter.] And best of all it is his privilege to say to his old associates that in his new field he has found men's motives as honest, their consideration as generous, their sympathy as earnest, their sense of honor as high, and their friendship as helpful, as in the old home and old places that he left with so much misgiving, and from the bottom of his heart he thanks you for this opportunity to drink to the continued life and prosperity of the dear old Exchange that he has never ceased to love, and to that of the new and younger Exchange, his connection with which has enabled him to say out of his own experience that "A Fair Exchange Is No Robbery." [Great applause.]

The Toastmaster—We are told in the second verse of the first chapter of Genesis that in the beginning the earth was without form and void. In other words a blank policy. Later were created forms of every description.

The Exchange has from time to time adopted some of these forms for the purpose of securing uniformity of action among the companies doing business in New England. No one has done better service in this direction than the lineal descendant of the first male human form whom we have with us tonight. He has added an S to his name but that is only to prevent singularity. But alas in vain, for if you will examine his form, you will find it intact. No rib has been plucked from his side as he is always wide awake. A. C. Adams, assistant secretary of the Ætna Insurance Company.

"FORMS."

Mr. President, Mr. Toastmaster and Gentlemen: When I was told I would be asked to answer to the toast "Forms," I naturally inquired, "What kind of forms?" and the reply was "Any kind of forms." I feel therefore that latitude is afforded me in the few words I shall attempt to speak to refer to the kind of form or forms that will best stand for the text that I have concluded to speak upon.

First I want to say it seems good to get back on the old ground again and meet socially those with whom in the old days I studied insurance forms; forms that seemed best adapted to "cover" and to include items, on which, while we received premiums, we were expected to furnish indemnity in case of loss or damage.

In these same old days it frequently became a question for serious debate whether certain items of property destroyed were covered by the policy contract, and not infrequently policies were found upon the same property so conflicting in their wording that it required less time to adjust the claim with the assured than to apportion the loss to contributing insurance.

With a purpose on the part of companies in general to

avoid these unpleasant situations, contracts have, from year to year, been drawn more liberal in their scope, until non-concurrent policies are now seldom found.

In the adjustment of losses we learned that proper divisions in a policy form were necessary and that a well-defined principle should be laid down as to items that properly should be covered under insurance applying on building, and what should be included under insurance applying on machinery or stock.

The forms applying to mill and factory insurance have been still further liberalized by embracing the three divisions, building, machinery, and stock, under one item, the same being designated as a blanket form, which with the 90 per cent. coinsurance feature, has become popular with the assured and freely accepted by the companies.

But there were other kinds of insurance forms which seemed to need a reformation in order to make the contract liberal and better understood by the assured. Because the speaker has made somewhat of a study of this particular class of forms, it was natural to infer that the toastmaster had this fact in mind when he made the assignment. But it does not seem to me it would be in good form to make more than a passing reference to the same. I can only express a natural feeling of pride that they have been sufficiently noted to suggest the toast.

The kind of forms I particularly wish to refer to are forms of government, and particularly to that form as applied to the working constitution of the New England Exchange.

Some poet has sung:

> "For forms of government let fools contest,
> What e'er is best administered is best.
> For modes of faith let graceless zealots fight,
> His can't be wrong whose life is in the right."

The constitution of the Exchange is very simple and its simplicity has made it the strongest of its kind. It is based upon the one sacred word "Honor," which was made the keystone of the whole. Any form of constitution or compact without the incorporation of that word of binding force, is weak from the outset and will surely fall.

Another poet has said:

"This is the place. Stand still my steed,
Let me review the scene and summon from the shadowy past,
The forms that once have been."

The Exchange began its existence with a purely personal membership, which worked on the principle of honor and good fellowship, and with members of such high character as Joseph C. Hilliard, the dean of the force, whose commanding presence at once inspired confidence, whose honest methods exemplified the foundation principles and whose conservative views held back any rash undertakings; with N. A. Clarke and L. D. Smith, those veterans who had experience in the old National Board regime, and who never lost an opportunity to drop a word of caution; with W. T. Steere, Moses R. Emerson, James H. Leighton, U. C. Crosby, E. G. Snow and George A. French, men of wide experience and known to all underwriters of that period, all honest, active and conservative; and last, but not least, that other man, whose bright mind suggested the keystone word "Honor"—Mr. George P. Field—with men like those mentioned the Exchange could not fail to be a permanent success.

Under the training of such men it is not remarkable that the form of government adopted by the Exchange has made that body a strong organization, typical of the rock on Plymouth shore, and it is justly entitled to the good name accorded it by the companies, whose servant it has been.

Its form of government has been conservative. It has been in close touch with the insuring public, which has learned to look to it for advice. It has dealt with many a burning question. Its form of government has had for its object a fixed purpose to eliminate or place safeguards around the many hazards that have come into use as a result of natural business progress.

It has been the means through its carefully-prepared schedules, of so rebuilding many of the principal manufacturing plants, as to bring a profit to the companies where the same industries have heretofore proven unprofitable.

It can be said with safety that the success attained by the Exchange is due primarily to the fact that its membership has been personal and with men of such high

character behind the movement, its superiors in office have rested content to let well enough alone without interference and pay tribute to the success achieved by it.

There are still other forms of which it cannot be out of place to make mention, namely, Nature's lovely forms—woman, for whom I have unfeigned admiration.

Our mothers. How much we owe to them; our early training; their sacrifices in our behalf; our best friend. I pity the man who has not known a mother's love.

Our sisters. My sister being older guided me through many a dangerous adventure and saved me from the penalties of many of my youthful follies.

Our sweethearts. We recall with what youthful satisfaction we went to school with them, hand in hand, in the good old country days. The stolen cherries; the difficulty we experienced in determining which we liked the better.

Our wives. [Laughter.] Don't laugh. It is true that I have none now, but in the future [cries of "Oh!"], when I have become of age, and I join hands with her at the altar and proudly call her my own—though I do not even know her name—I shall marry her because I love her. [Laughter and applause.]

Mr. Toastmaster, I will end my answer to the toast "Forms" by suggesting that it will be in right "good form" to drink to the ladies.

The Toastmaster—Gentlemen, here's to the ladies; may they ever continue to shape our career.

The legend of long ago recites the touching story of the willingness of a man to stand as hostage for his friend, relying on the promise to return and suffer the penalty of death for an alleged crime against the state. A distinct tendency toward brotherly love has ever been a marked characteristic of the members of the Exchange, except during the arguments arising from the apportionment of blanket and specific policies combined with the distracting influence of the reduced rate clause.

Disputes though short are far too long
When both alike are in the wrong.

Perhaps we may hope to hear a solution of this difficulty from A. W. Damon, president of the Springfield Fire & Marine Insurance Company.

"PYTHIAS."

Mr. President, Gentlemen of the Exchange: When I heard of the subject assigned to me, of "Pythias, or Brotherly Love," it naturally suggested a sermon. I knew you would not listen to a sermon; I knew I had no license to preach. Nevertheless, when I sat down to write a little something—for I have written enough to last about three minutes—I found it took on a little serious nature in spite of myself, and I promise the serious or semi-serious part will not last over three minutes, and I will endeavor to speak about three minutes more and be quite the reverse of serious. But I do want to express to you what great value it has been to me to feel that I have had to a very considerable extent the brotherly love of the members of this Exchange. It has been shown in many ways and has been a help to me and stimulated me to my best efforts in business; and I want to thank you for it and assure you of my full appreciation as well as of its value to me. [Producing manuscript.] Only three sheets—little bits of ones—three and a half; a minute to a sheet.

My subject naturally brings to our minds the central point in our Christian religion, the command to love God, closely seconded by the command to love thy neighbor as thyself. The same command was handed down by Moses a thousand years before the Christian era. And there has never been a time since history began when an exhibition of brotherly love did not command human admiration. No matter how selfish and brutal man may have been, in the early or later days, he has always respected this quality in others.

Damon's trust in the honor and integrity of Pythias, to the extent of pledging his life on the fulfillment of a promise, touched the heart of one of the most cruel tyrants that ever lived. Dionysius, who had ordered the execution of Pythias through bitter hatred, when he witnessed this manifestation of brotherly love, not only pardoned Pythias, but begged the privilege of participat-

ing in the friendship of two such friends. And this occurred in old Syracuse four hundred years before Christ was born.

And so my remarks will be principally a plea for closer friendship, a warmer and more outspoken regard for each other. It is well occasionally to ask ourselves whether our customary manner of greeting friends is after all the best. We frequently ridicule people of other lands when they greet each other with many demonstrations of affection, but that is no proof that our stiff, cold, formal manner is the best. Why should we so largely confine our good fellowship to occasions like this. When we hear of the death of a friend, and especially one who is taken away suddenly, our thoughts immediately revert to our last interview with him. If we recall that our impulse at the time was one of cordiality while our acts were constrained and controlled by a mistaken notion of the necessity of dignity in our intercourse, how we regret the repression of our natural impulses and the loss of our last opportunity to show our regard and affection for our friend. I would not advocate the cultivation of a habit of greeting everybody with profuse professions of loving regard. Men are quick to recognize the difference between studied good fellowship and genuine interest and responsiveness. We should, however, struggle against the acquired habit of a too formal and cheerless greeting, doubtless an inheritance with many of us from our austere Puritan ancestors.

Who of us that does not feel better and happier after a visit, however brief, from our breezy, big-voiced and bigger-hearted friend whom we facetiously but lovingly call "Whispering Sam?" ["Good, good!" Applause.]

This plea for a freer expression of friendship carries with it the necessity of so conducting ourselves as to warrant the bestowal upon us of similar demonstrations of regard. All true affection is founded upon respect. If we can command the respect of others, it is an easy step to the winning of their esteem.

We all know men whose record in early business life has been such as not to command our respect, but who in later years, after having secured a competency by devious methods and finding that money alone does not satisfy the cravings of the heart, try to make up for their pre-

vious shortcomings by engaging in some of the many forms of philanthropy. I recall an incident where a man of this stamp was bluntly told in a numerous presence that for him to claim an equality with those who had always been decent was merely an exhibition of impudence on his part.

Speaking of Damon and Pythias brings to mind the story attributed to one of our merchant princes who happened to step into a circle of friends who were talking about those two famous Syracusans. "Damon and Pythias?" he said, "I have a good many customers in Syracuse, but I don't remember any such firm as that." [Laughter.]

I will finish with a little story, one of Galacar's best. You all know that he is a mighty good story teller, but if you have any doubt about it, just drop into the office any afternoon about half-past four, the hour when we close. Promptly at half-past four you will see him reach for one of the drawers for one of his favorite cigars—made over in Agawam or down in Poquonock. Then he will cease to carry himself like an official, but loll around in his chair, raise his legs, put his feet on the desk, and he will tell a good story. That is, in the winter. In the summer time he goes through the same cigar act, but reaches down, pulls up the belt that answers for suspenders during the warm weather, takes a parlor match, heads for the door and in two minutes he is on a street car taking an airing. And this is a street car story he tells which illustrates brotherly love and sisterly affection too. One day, he says, Pat Finnigan took a notion to have a half day off. Pat Finnigan, you know, was the brother of that railroad yard man, the author of that celebrated accident report: "Off agin, on agin, gone agin. Finnigan." So Pat had a good dinner and a nipper, lighted his pipe and took a car, getting on the forward seat of the three rear seats reserved for smokers, and sat there puffing his pipe with great satisfaction. The car had not gone more than two blocks when it was stopped by a maiden lady with long curls, and she had just come out of a hall where the W. C. T. U. convention had been held, and she had been chairman, or chairwoman, whichever you call it, of the committee on resolutions against the use of the weed, and she happened to take a seat in the

car just in front of Pat. The puffs of smoke from his pipe struck her in the back of the neck and came around under her nose. The pipe was pretty strong and it was an awful trial to her Christian training and patience. But when she realized that it was not only strong tobacco but the smell of onions and some whiskey in it, it was a little too much for her. So she turned around and looked sharp at Pat and said severely, "Sir, if you were my husband I'd give you a dose of poison." Pat looked at her and said, "Madam, if I was your husband I'd take it." [Laughter and applause.]

The Toastmaster—

> Full many a gem of purest ray serene
> The dark unfathomed caves of ocean bear.
> Full many a flower is born to blush unseen
> And waste its sweetness on the desert air.

The emerald and the shamrock, sparkling with flashlights of the one and garlanded with wreaths of the other, the jewels of wit and the insignia of honor, the Irishman has always managed to emerge from obscurity. In love and peace, in war and state craft, he appears in the front rank. From the modest guardian of the public morals to the head of the city government, omnipotent by and with the consent of the aldermen and common council, also largely Celtic by birth or origin, we yield the civic salary and bow to the conqueror.

"There is nothing too good for the Irish." George E. Kendall, manager of the National Assurance Company.

The orchestra greeted Mr. Kendall with "The Wearing of the Green."

"NOTHING TOO GOOD FOR THE IRISH."

Mr. President and Fellow-Strugglers with a Lying and Deceitful World: I am rather at a loss to know what to say in response to a fixed toast. I like to talk about almost anything that comes into my head from time to time. I think Dr. Watts caught the idea when he said:

> "Prone to wander, Lord, we know it."

But in order that I might not wander from the subject I thought I would have somebody sketch it out for me, and through their kindness I have a few lines on paper which I will try to read to you. [A voice: "Drop your brogue!" Laughter.] [Another voice: "Speak English!"]

In the sentiment to which you ask me to respond there seems to be conveyed a double meaning, and I am led to wonder which side of it you desire me to represent. In the phrase "Nothing is too good for the Irish" it might be assumed (as possibly some have inferred) that if nothing was too good for the Irish, something or anything would be so far beyond them as to be unattainable. It certainly would be unwise for me to consider such a proposition for a moment and therefore I am intending to say a few words to you to bias your opinion in favor of a people who have assumed that the best is worth striving for.

In coming to the hospitable shores of America it has been the thought of the Irishman that there was truth in the old Yankee saying, "A thing is worth what it will fetch," and they have endeavored to establish a value upon their labor, their thought and their inventions to prove that their ambition was without limit.

Their representative men have agreed with the sentiment you have assigned me and having that in mind have endeavored to make themselves the equals of the best. Among professional men they have fair rank, and while perhaps it is unnecesary to specify instances, your attention is called to the legal fraternity, where there is ample evidence of their progress in the names of prominent Irishmen who have distinguished themselves in this direction. In politics they have achieved signal success, for even in Puritan Boston the mayor's chair has been filled with credit and distinction for more than one term by an Irishman.

In church—in schools—in hospitals and other charities their works need no words of praise from me for there they have conspicuously shown that "Nothing was too good for the Irish."

Even in the matter of their insurance, they have placed their business with no niggardly hand, always desiring reasonable amounts and in the best of companies. This fact has not been lost sight of by some of the larger offices, as some of you doubtless well know.

In the financial management of their church affairs from the original purchase of the land to the completion and equipment of their buildings, together with the provision for their maintenance, they have shown executive ability of a rare order that has been the envy of other religious denominations and is worthy of emulation. All of which seems to prove that "Nothing is too good for the Irish."

Out in Ohio, where the interests of "The Leading Fire Insurance Company of America" are looked after by a gentleman named Gallagher, there is a friend of his named Casey, who from his friendship with Gallagher has become much interested in the insurance business and often discusses this matter with his business associates. Recently meeting an acquaintance from Boston, whom we will call Cassidy, the subject came in for discussion somewhat as follows:

"Well, Casey, I understand that you are associating wid insurance men and I want to ask you a question about this new way they have for fixin' the price of insurance."

"What do you mean by that?" says Casey.

"I mean," says Cassidy, "what they call schedule rating."

"Oh," says Casey, "you mean the scheme got up by F. C. Moore of New York."

"I believe that is it," says Cassidy. "But what does F. C. stand for?"

"That," says Casey, "stands for Forever Continue," says he, "because when Moore (who of course is Irish and believes that nothing is too good for the Irish) first began upon his plan he was afraid that if he did not forever continue the opposition would be so great he would have to give it up."

"Did he give it up?" says Cassidy.

"He did not," says Casey, "and be the powers, he's at it yet."

"Then I suppose it works," says Cassidy.

"Well, anyway," says Casey, "did ye note the price of insuring the saloon this year against what ye paid last year?"

"I did that same," says Cassidy, "but they told me it was the general advance that everybody got."

"Don't ye believe it, Cassidy," says Casey, "many's the

man that didn't get any raise in his price and that's where Moore's plan is coming in. Moore says that in them towns where the people tax themselves to buy steam fire engines and water works and put in electric fire alarms, these people should not pay so much for insurance and for every dollar they don't spend for making good buildings and for buying things to put out fire with they must pay for insuring. Then he goes on to say that if they put shutters on their buildings so that fire cannot come into the windows when the next building burns down, there will be so much less for insurance. He has many other things you can do to reduce the cost so that if a building is built according to his ideas the price of two schooners of beer will insure it for $1,000." [Great laughter.]

"Aha," says Cassidy, "he was a good man. Did many people get that kind of a building," says he.

"Sure, Mike, they did," says Casey, "and there's going to be more of them every year."

"Be all the insurance companies charging to everybody the prices like I have to pay?" says Cassidy.

"No," says Casey, "that's where the schedule comes in, you see, for if I have shutters and ye have none I get my insurance cheaper."

"But," says Cassidy, "suppose I would not be let have shutters owing to my license, would I have to pay more for respecting the law?" [Laughter.]

"Ye would," says Casey, "for what ye save in one way ye must spend in another, but ye see," continued Casey, "Moore is the friend of the workingman, because if all had shutters it would be easier getting a drink on Sundays and holidays." [Laughter.]

"Right, ye are," says Cassidy, "but what became of the schedule?"

"Well," says Casey, "they tried it on all kinds of business, but the men they hired to work it was either too lazy or there was too much mathematics in it, which made it too complicated like to be popular and so they set about getting something easy that would bring the same figures, but they found all the big buildings was owned by the rich who could put up a good kick, so they decided not to raise the price on them, but to soak the poor devils who had the corner grocery, the blacksmith, and the carpenter." [Laughter.]

"Bad luck to them," says Cassidy, "did no one else get a raise?"

"Yes," says Casey, "they took in a few others like the big stores, providing, of course, a way for them to get off the raise by putting in sprinklers, which is supposed to put out a fire without calling any engines."

"Oh, yes, I see," says Cassidy, "but where do we come in?" says he.

"Well," says Casey, "it will be like this—Pretty soon there will be so many people mad over the raise they will talk about going to the Legislature to stop the combination from charging so much and by that time the companies will have money enough to be willing to make the schedule fit your pocketbook and then ye are ———" [Laughter.]

Just then an insurance man came in and the discussion ended.

It has been said "The poor ye have with you always," and so it will be with the Irish—they are here to stay and when Heaven opens to you they will be there in great numbers if they follow the teachings of their church and continue to "be fruitful and multiply," so that even on the last day you will have assurances that "Nothing is too good for the Irish." [Great applause.]

The Toastmaster—Gentlemen, I am sorry to say that Mr. Richards had to leave to return to New York. If there is anybody who would like to take his place and tell us about "Classification," we would be glad to hear from him. If not, I presume Mr. Turner is here to make a motion to adjourn.

Mr. Turner—Well, Mr. President, lest we adjourn in disorder, which is always bad form, I will make a motion to adjourn, but preface it with a remark that when the New England Insurance Exchange removed from the old Mason Building its total available assets, all the property that it owned, was sold, and it brought something like $31 or $32. There was preserved out of the remains, out of what property was there, the original chair in which the first president sat, and all the presidents sat up to

that time. That chair is preserved today and will be preserved for many years. Our toastmaster, our president, sits on this occasion in that chair. If any one would like the honor of sitting in the original chair of the original president of the Insurance Exchange he can occupy the seat that Mr. Furness will leave when the meeting adjourns. With these few remarks preceding, I will make the motion, Mr. President, that we adjourn.

The motion was seconded.

The Toastmaster—We stand adjourned till ten years hence.

[Music—"America."]

Mr. Richards' paper was as follows:

"CLASSIFICATION."

In a quiet secluded corner of the office may be found a department where record is made of the financial results of the successes and failures in the underwriting operations of the company.

Is an agent in a far away city devoted to the interests of the company, the results of his devotion are here recorded.

Has a special agent by superior ability and character, elevated the business in his field to a high plane of advantage and respect, or has he been unfortunate in the selection of agents or risks, or prejudiced by sharp adjustments or otherwise his company's interests, the effect of his service whate'er it may have been, though not always definable, is a part of the record of this department at its money value.

The subtle influence of personal ability and character in the official staff will animate all transactions, make their impress upon field, agency and office force and energize the financial results of underwriting management; and when, as premiums, losses and expenses they reach this department, they are analyzed, tabulated and presented to us as the Experience or Classification Tables of the company.

Such statistics are valuable chiefly as a general guide in shaping the policy to be pursued in the selection of

risks, by presenting to the underwriter the profit or loss derived from the various classes of business written.

The merchant who conducted his business without proper book-keeping records and correct profit and loss accounts of his transactions, would merit little or no credit and invite failure. This may well be said of the underwriter. He also should analyze his transactions and know the classes of risks to which he can look with confidence for profit, or if yielding a loss, will need to be handled with caution or declined altogether.

The classification of fire underwriting experience for useful or scientific purposes, is a subject to which but little concerted attention has been given by the companies. The general interest in the subject which has developed of late years outside of company offices, has sprung from the belief that by means of such tables, the true cost of insuring particular risks could be determined.

With such opinion prevailing among underwriters that only from combined classification tables can a reliable basis for rate making be obtained (a delusive hope, we fear) we may well wonder the subject has received so little attention from the companies collectively, and that through their concerted efforts in some form, such a system has not been evolved as would have secured general adoption, and have demonstrated to what extent experience tables were of value to the rate maker.

A decade ago, more than one successful company could have been found having no classification system whatever, but at the present time, classification in some form is probably in effect in every office transacting a general business.

But two systems have been compiled and presented by American underwriters for general use. In 1874 the first recorded attempt in this direction was made by Jeremiah Griswold, whose work at the time attracted much attention and his system was put into practical operation by several companies, but its use as originally compiled was gradually if not wholly abandoned in later years. In more recent years, one of our most gifted underwriters published an ingenious and remarkably comprehensive plan, but so far as known it has not been practically tested.

Certain elemental features are essential in a classifica-

tion system to make the results a reliable index of profit or loss, as well as a sound basis for the cultivation of judgment in rate making.

First—The business should be transacted upon a basis of a uniform ratio of insurance to value.

A universal and uniform co-insurance, average or loss proportion clause (by whichever term it may be designated), must be a condition of every policy issued, before a classified experience of one or many companies will furnish a reliable record of the average cost of insuring the various classes of property.

The business of fire underwriting in this country is today far removed from such an ideal but logically correct condition, but until that ideal condition obtains in the business, the usefulness of classification tables will be greatly impaired.

One notable exception, however, should here be mentioned, for a grand step has already been taken towards that millennial day so much desired.

In the great metropolis of New York City, whose annual insurance premiums now amount to over fifteen millions ($15,000,000), underwriters wisely decided nearly four years ago to require the use of the 80 per cent. loss-proportion clause in every policy issued, covering on property in said city. To this rule household furniture in dwellings and apartment houses was the only important exception. All policies issued since that time, with the exceptions named, have limited the liability for loss thereunder to not exceeding such proportion as the insurance involved bore to 80 per cent. of the value of the property insured.

The business in New York City is now conducted in that manner which will give the necessary material for correct classification tables from which a reliable loss rate upon each class of property can be obtained.

Losses are now paid upon a uniform basis of liability. No man obtains greater relative protection than another without paying for it, and to secure such protection upon 80 per cent. of the value of his property, he must pay the required premium therefor. It follows, therefore, that today the insurance tax is more equitably distributed between insurers in that city than in any other portion of the country, and in due course of time this condition—

in the absence of severe conflagration losses—will justify a lower basis of rating.

Second—Intelligence and absolute correctness in classifying the individual risks by the daily report examiners and in the compilation of the figures, are likewise essential requirements.

Nothing short of this should be countenanced in any office that maintains a classification department.

Not a few underwriters look upon their classification system as a pleasing but not valuable toy, to be taken up or set aside as convenience may require, but if it be worth anything, it should be complete in all valuable detail and handled with the same degree of accuracy as the most important books of the company.

Third—Whatever sub-divisions are made in the system, contents of buildings should be separately classified.

I believe underwriters have yet much to learn concerning the degree of variance in the loss rate on buildings, as compared with their contents, a variance much greater than has yet been recognized by our rates, and this is particularly true in the case of dwellings and their contents.

A distinction should also be made between risks of the same class which are with or without due facilities for protection from fire loss, but whether such distinction should end with a separation of protected from unprotected risks, or be carried still farther according to the classification of towns and cities, is an open question—though I incline to the latter plan notwithstanding the increased details which would be caused thereby.

Fourth—Territorial divisions are also essential, for fire cost is affected by many conditions, among which the climatic, racial, moral and legislative conditions are not the least.

Fifth—Thus far classification has been determined by occupancy, material of construction and protection.

In the system some day to be invented the law of selection will be broadened and provision will be made, I believe, for other and quite as important discriminations.

Any system, however scientific, will need to be overhauled, amended and re-adjusted at least once in ten years that it be adapted to the ever-changing hazards

and methods of modern architectural, manufacturing and business operations.

The experience of the past five or ten years upon given classes may fairly indicate, but will never correctly measure the results to be expected upon the same classes, during a succeeding similar period.

If this be true, we may safely conclude that such experience can never furnish a correct basis for the making of specific rates.

As a guide in rate-making such statistics are quite useless except as they indicate for the period they cover, whether the rates then obtained produced a profit or loss, for classification accounts inform the underwriter of aggregate results and average cost rates obtained on each class written, but furnish no hint even as to the cost rate of an under-average or standard risk. Wise judgment, born of a wide experience, must be the chief dependence of the expert for determining what constitutes an adequate rate for an individual risk.

This view of the subject has been characterized as empirical—yet it challenges disproval.

Schedule rating is even farther removed, if possible, from demonstrable proof of accuracy, because its base rates and deficiency charges are purely hypothetical—and its operations are approved for practical use only when its final rates commend themselves to the judgment of the expert.

The schedule system is preferable, however, because it logically discriminates between a good risk and a poor one and conduces to the improvement of the latter, while it encourages the most approved type of new construction, protection and management.

Much has been said and written about so adjusting rates that each class will yield of itself a fair profit only. Do such dreamers realize that only when the losses upon each class can be limited to a fixed percentage, no more and no less, can their dreams of Utopia be realized? The man who successfully yokes together these unruly steeds —premiums and losses—making them pull together yet keeping a proper distance apart will achieve a miracle.

Some years ago, one of the leaders in our business, a gentleman whose ability is regarded of the highest order, delivered an address before a convention in a western

city and advocated the combining of the classified experiences of many companies, claiming that such combined figures would clearly indicate the cost of the risks so classified and furnish a basis for the fixing of rates so correctly that a novice could therefrom determine a rate upon a specified risk with a facility equal to that of the ablest underwriter in the land.

These views were received with marked approval by the convention and when published, seemed to meet an almost unanimous endorsement at large. Since that time, the idea of combined classification has been an attractive theme of speaker and writer upon fire underwriting topics, upon nearly every public occasion, with little doubt expressed that the plan when carried out would be the means of reducing to a science the making of rates.

So positive have been the advocates of combined classification that on one occasion before a board of trade in a large city, a well-known underwriter earnestly recommended that steps be taken for the passage of laws which should compel the insurance companies to report to the state their classified experience upon forms to be prepared by the state authorities, so that the wayfaring man though a fool need not wander from the path of correct rate making.

This agitation bore its natural fruit, for soon after a bill was introduced into the Legislature of one of the largest states, upon the initiative and with the endorsement of its insurance superintendent who had given the subject a large amount of study. Fortunately the bill was prepared in entire good faith and was free from political animus.

By some underwriters, such legislation was regarded as dangerous in the extreme and with the belief that its authors were mistaken in their premises, a dissenting underwriter visited the state capitol and was accorded a full opportunity to present to the insurance superintendent the reasons for his opposition to the bill. The outcome of that conference can best be indicated by the following letter received from the superintendent some time later:

"I have not withdrawn the classification bill from the legislative committee and of course would have no power

to do so, if so disposed. No further consideration, however, has been given to the proposed measure by the legislative committee since the discussion we had upon your recent visit to the department. I do not believe the bill will be passed. The advanced and to me then unprecedented position, which you took on the subject, namely: that statistics based upon uniform classifications would be valueless in attempting to fix rates upon specific risks, threw a new light upon the subject. Of all that I had ever heard or read, no one claimed that such statistics would in the end be useless in fixing a rate upon specific property. Your suggestions lead me to further and extended reflection upon and study of the question. I am not prepared to say that I do not now agree with you entirely. At any rate, I am sure that I would not now want to take the responsibility of such a law."

This letter closed the discussion and nothing further was ever heard from the bill.

Thus the companies escaped the infliction of a law which once in force would have proven little short of a calamity, a disappointment to its advocates and a failure for the purpose intended.

That combined and uniform experience tables would not possess some value and be extremely interesting as well, I am by no means disposed to deny, provided they are compiled by voluntary action of the companies upon agreed methods. Undoubtedly the day will come when a system of classification will be devised so well adapted to present needs and conditions, that it will command the approval and secure adoption by the fire insurance companies of the country and thus uniform classification be realized, and combined classification be made possible if desired.

The following papers covering the "History of the Exchange," the "Factory Improvement Committee," "Scheduled Risks Committee," and "Electrical Inspection in New England," which papers were written for the special edition of The Standard issued in commemoration of the twentieth anniversary of the Exchange, are included in this publication by request of the committee in charge of its issuance:

HISTORY OF THE NEW ENGLAND INSURANCE EXCHANGE.

—BY—

C. M. GODDARD, Secretary.

The early history of the Exchange has been chronicled so many times that in a recapitulation of the existing conditions, which of themselves were so antagonistic to good, sound underwriting and therefore disastrous to both the insurer and the assured, the companies and the public, we can only repeat what has been said and printed several times in the past, and yet if by repeating and emphasizing these old conditions and comparing them with the present state of affairs, the public and our legislators can learn "line upon line, and precept upon precept" that every step which benefits the insurance companies, must of necessity benefit the great mass of the insuring public, then it were well that we continue to keep fresh in our minds by even more frequent repetition, the underlying object of all organizations of the character of the Exchange.

A loss ratio in the New England States for the years 1880, '81 and '82, running from 47.75 per cent. in Rhode Island to 70.68 per cent. in Massachusetts, and averaging 65.61 per cent. over the whole field, with an expense ratio averaging at least 35 per cent., shows a net loss to the companies as a whole who did business during these three years in New England.

Further than this, the loss ratio had been steadily increasing during these three years, while the average rate of premium had remained at a standstill and the expense ratio had certainly not decreased.

Owing to the lack of statistics of combined experience there was a rush for premium receipts, with little knowledge and less regard as to whether the increase of premiums thus obtained was adequate compensation for the increase of liability assumed or not. It is not strange that when the companies were seemingly indifferent to this question, that local agents allowed it to be overshadowed by the fact that their commissions depended only on the volume of premium receipts, and were in no way affected by the results to the companies of the business which they secured for them. All were apparently intent on furnishing another example of human frailty as

illustrated in the old fable of "Killing the Goose that Laid the Golden Egg."

At this time, however, because a certain class of risks (paper mills) quite numerous in the New England field, and because certain localities in which were concentrated other classes of hazards, namely the lumber industry in Burlington, jewelry factories in Attleboro and Providence, and boot and shoe factories in Lynn, had contributed very heavily to swell the loss ratio, the representatives of the companies writing paper mills were called together to see if some steps could not be taken to obtain adequate rates for such risks.

Although it is not a matter of record, yet it is more than probable that each of those who then met for the first time to work together, were pleasantly surprised to find their comrades in the business intelligent, commonsense men just like themselves, who really much preferred, just as they did, to conduct their affairs on a business-like basis and to treat all fairly and uprightly, in other words to "live and let live." At any rate they were sufficiently pleased with the results to continue their work by taking up the various localities mentioned, in which certain classes of hazards had congregated and to consider steps which would lead their betterment.

One of the results which almost inevitably follows the gathering together of men, either for social or business purposes, is the establishment of a fraternal feeling even when they are competitors in business. However we may view the doctrine of the total depravity of the human race, it generally turns out that "human" is very closely allied with "humane," and that the average man would much prefer to compete by fair rather than by foul means

It was thus that these meetings held for particular purposes very naturally resulted in meetings for general purposes of improvement in their business, they must have developed the fact that when each gave to all the others the benefit of his experience, then of necessity each would receive many times what he gave, for the only objects of organization of the Exchange mentioned in the constitution are "the systematic interchange of information and co-operation among field men."

The organization of this band of field men was made

permanent on the 6th of January, 1883, less than two months after the first meeting.

Perhaps the most remarkable feature of the organization of the Exchange was the foresight displayed by those who guided the work as shown in the framing of the Constitution:

Its objects, "interchange of information and co-operation"; its foundation, no pledge, but "the honor and good faith of its members"; its membership, "entirely personal"; its modesty, it will not "attempt to interfere in any way with the prerogatives of the executive officers of the companies."

For twenty years these have been the land-mark of its constitution absolutely unchanged. Equally wise were these men in the plan under which they set about the details of their work.

Realizing at the outset that like the country in which they lived, the government of the Exchange must be largely democratic, they adopted the principle that the government must be by consent of the governed and early in the life of the Exchange it was decided that committees should be sent to different localities "only on the written invitation of the officers or a majority of the members of a local board"; that the makeup of these committees should be such that "each agency should have at least one representative on the committee"; and that their "duties should be advisory only," but recognizing the fact that in union there is strength, it was also voted that these "committees before meeting the local agents, should first agree among themselves on a plan of action."

Starting as an advisory body only, the Exchange has acquired its present authority gradually and legitimately by consent and request of the agents and by request and direction of the companies whom the agents represent. The authority of the Exchange today is far more stable than it ever could have been had they at the outset, in the name of the companies they represented, assumed a power which it was their undoubted right to assume, for the companies are the principals of both the special and local agent.

Given an organization founded on the honor and good faith of its members, planned to govern by the consent of the governed, and we should be sorely disappointed if the results were not beneficial.

A brief resume of the principal results are herewith given, it being left to the reader to decide whether the Exchange has been true to its principles and has in its life justified to any extent its birth, which is now being celebrated.

First—The specific rating of practically all risks in the territory of the Exchange except private dwellings.

With the assistance at the present time of local rating committees, local and Exchange inspectors, the perfected machinery and office force of the Exchange, and a full set of tariffs, the re-rating of any particular territory for a new tariff can give but a faint conception of the undertaking which the first committees of the Exchange found confronting them with practically no tariffs and little, if any, organization except of the most recent origin. The amount of work which the members of these committees did in addition to the regular duties connected with their company affairs surely merited the success they achieved.

No other organization which we know of, covering a similar field, has carried the principle of specific ratings to such perfection as has the Exchange. Minimum rates can never be just except to the few risks of the class that are exactly average, while specific rates for each risk are not open to this objection.

Second—The unifying to a very great extent of rules, permits, and practices, throughout the field.

This has been of necessity a work of slow growth and has not yet arrived at full perfection, though very nearly so, in that all tariffs are printed through the office of the Exchange and the rules and forms are nearly identical in every case. This work is almost as important as the matter of rating, as a risk which is good at the existing rate under proper conditions of contract may be made entirely otherwise by endorsement of this or that permit for the introduction of some new hazard, or of giving an unreasonable discount for wholesale insurance in the way of a term policy.

These two results, tariff rates and tariff rules and forms, comprehend really the whole work of the Exchange and of themselves would fully justify its formation, but while these results comprehend the whole work, they of themselves in no way indicate all the indirect results that have been brought about in the detail of the methods by which they have been accomplished.

New England probably contains a more varied assortment of special hazards than any other similar field, and many of the classes of hazards are composed of a large number of individual risks. The Exchange quickly realized that more equitable relative rates could be secured on the risks in any given class by a single committee than if they were rated by the various local committees in whose territory they were located and special committees were appointed, such as the Boot & Shoe Factory, Cotton & Woolen Mill, Paper Mill, Electric Light, Straw Factory, Summer Hotels, Tannery & Currying Shops, Rubber Works, and the Fertilizer & Chemical Works committees, which had charge of these risks wherever located.

The natural result of the centralizing of this work was the formulation of schedules by the different committees having charge of classes where the number of risks was large. The early schedules were short, and although they would now be considered crude, they accomplished the results for which they were intended; the principle of schedule rating has always been warmly endorsed by the Exchange, it being admitted that the limitations of its application are those of practice and not theory.

The evolution of shedule rating is one of the most interesting studies in the history of the Exchange, passing as it does through various stages up to its present condition of a uniform outline arrangement of all special hazard schedules which are applied by, and under the jurisdiction of one large and representative committee, holding meetings every other week which usually occupy over two hours, and with an inspector especially assigned to assist the committee in its work, although by far the larger part is done by the members themselves.

Schedule rating always produces the following results: A rather sharp advance in rate, then improvements easily made at little expense and a reduction in rate; this encourages the assured to further improve his property by correcting defects of a more serious nature, sometimes at considerable expense, which gives a further and very likely relatively large reduction in rate; finally, we have a much improved risk at probably a little lower than the original rate, a better risk for the company to carry and a smaller premium for the assured to pay, and experience has shown that there is no system of rating so satisfac-

tory to both agent and the assured as a fairly good schedule applied and explained with reasonable intelligence.

Another result of schedule rating and the accustoming the assured to lessening his premium by improving his risk, is the awakening in the assured of the desire to still further reduce his premium by carrying his improvements to even a greater extent than provided for in the schedules. While the organization of the Factory Improvement Committee was not primarily due to schedule rating, probably no one thing has done more to encourage the introduction of sprinkler protection.

Very early in the history of the Exchange attention was called to the fact that some means must be adopted by which sprinkler protection could be fairly and intelligently recognized, or else the stock companies would gradually lose all this class of business just when it was becoming desirable. In 1886, the Factory Improvement Committee was organized and has continued since that time. The amount of work performed by this committee, the benefit it has been to the companies and to the members themselves can hardly be told in words, certainly not briefly.

Its membership has always been of the highest order, and its work would reflect credit on any organization; in sixteen years it has considered over twenty-nine hundred risks, in two thousand of which the requirements named by the committee have been carried out, and these risks have been visited over and over again from time to time for the purpose of suggesting improvements, re-ratings, etc. This work has been performed entirely by the members, as the committee has never made use of the services of a salaried inspector, although this has frequently been suggested; the committee meets every week, its sessions lasting from two to three hours.

The results of writing the sprinklered business in New England which, but for this committee could never have been retained in the stock companies, amply attest the value of its work.

The Exchange was faced with a new hazard in its early youth, electricity. The situation was promptly grasped and in no section of the country has it been better handled; a committee was appointed and careful inspection and supervision instituted, with the result that elec-

trical fires have been kept at a minimum in the territory, and the insuring of electric light and power stations and property of electric railways has been retained to the stock companies, and undoubtedly shows them a fair, though not unreasonable, profit. The thorough work of the committee is shown in the constant improvement of this class of risks which stand ahead of those of a similar character in any other field and enjoy correspondingly lower rates.

The Exchange has, as already indicated, always emphasized the importance of improving the internal hazards of risks; it has been equally active in procuring better external protection and has given especial attention to the matter of water works and fire departments. In the first three years of its existence 41 towns introduced public water works systems at a cost of over $4,000,000. This feature of work has received constant attention, and the above is only a sample of what has been going on during the whole twenty years. It has always been the policy of the Exchange to use argument rather than force, and the combined influence of Exchange committees and local agents has generally been sufficient to bring about needed reforms of public fire protection; but when this has failed a sharp advance in rates to meet the existing hazard has been applied, with the result that the companies have received protection until the city or town has been convinced that they would better protect themselves.

The last radical reform adopted by the Exchange, and one of the most important of all, was the putting into effect a principle long recognized by its members as being necessary to intelligent rating, that is, the requiring a knowledge of the ratio of insurance carried to the value of the property insured, commonly known as the "Co-insurance Clause."

The necessity of this was called to the attention of the Exchange at its annual meeting in 1885 and repeatedly after that time, but it was not made a general feature of Exchange rates until January 1, 1893, since which time its application, like schedule rating, has by a process of evolution arrived at its present stage of, possibly not perfection, but certainly great improvement. It has now become a recognized and accepted part of rate making, and instead of being extremely unpopular as when at

first, as the Co-insurance Clause, it was made obligatory with a penalty for its omission, it has now become extremely welcome as the Reduced Rate Clause, by which a reduction in rate may be obtained. The absolute necessity of a knowledge of the ratio of insurance to value, in order to arrive at a just and fair rate, ought to be so clear to everybody that a clause embodying the principle of co-insurance would be made a part of the standard form of policy of every state in the Union and its waiving forbidden by law.

No history of the Exchange which recounts merely its deeds without at least suggesting some of the evident results of its influence would be in any way complete, especially when such influence is as widespread as in this case. Representatives of the Exchange have always taken a prominent part in every effort that has been made for the improvement of the business, and many of these efforts originated with the Exchange.

One of the results of the work of the Factory Improvement Committee was to make evident the necessity of inspection in order to insure the maintenance of the protection for which low rates were given; this soon called attention to the possibility of a great saving in time and money, as well as in annoyance to the assured, which could be obtained by some system of mutual inspection on the part of the companies interested. This plan originated in the Exchange and was put into operation as a separate organization, the New England Bureau of United Inspection, only because there were some companies opposed to the plan, and it was considered but fair that the support of the Bureau should not be made a part of the support of the Exchange. Today such bureaus have been established in many fields.

The establishing of a library for the benefit of members and others was first suggested on the floor of the Exchange, and the outgrowth of the suggestion, the Insurance Library Association, is a separate body only becaus to hold property it must be incorporated, and it was not considered advisable to have the Exchange itself take such a step.

An employe of the Exchange first called together the electrical inspectors of the insurance organizations for the purpose of harmonizing the electric light rules, and the

result is the Underwriters' National Electric Association and the National Electrical Code, a code used all over the United States and recognized and adopted by the electrical as well as the insurance interests.

Encouraged by the good results obtained by the Electric Association, a prominent member of the Exchange, together with his son, organized the National Fire Protection Association, which has accomplished the same results in connection with sprinkler requirements and other protective apparatus.

The work accomplished by each of these associations has undoubtedly far exceeded the most hopeful expectations of those by whom they were started, but both owe their origin to Exchange influence, and an outgrowth of this work, made possible by these associations, is the Underwriters' Laboratories at Chicago, an institution of national importance, its executive head a former member of the Exchange and its engineering head a New England man whose first insurance connection was in the city of Boston.

Exchange men were active on the committee which compiled the Universal Mercantile Schedule, though the main credit for this work belongs to one who was never connected with the Exchange. They have also been leaders in other schedule work, notably for electric light and power risks, and recently in conference with other organizations in formulating uniform special hazard schedules; in addition they have had their share of work in connection with the National Board on its committee of consulting engineers, and its committee on forms and clauses.

It has always been the policy of the Exchange to keep in close touch with the public and to endeavor to educate it in the principles of protection against fire and teach it how to eliminate unnecessary hazards. The work of the Factory Improvement Committee and the extension of schedule rating have been particularly conducive to these results.

Probably in no other field have the assured and the insurer maintained such close relations, and this has resulted in preventing to a great extent feelings of antagonism on the part of the public when, as recently, it became necessary to make a wholesale advance in rates.

The public as a whole are reasonable, and it was only needed to show them that the companies were losing money at existing rates to cause them to accept the advance as a necessity even if an unpleasant one. In fact it is probably true that there was as much, if not more, opposition to this measure on the part of the agents of the companies than on the part of their customers. This illustrates the fact that it generally rests largely with the local agent whether the policyholder is satisfied or not. If the agent follows the policy laid down by the Exchange and deals with his customer in an intelligent and loyal way, rather than by encouraging him to feel that he is being abused, he will in the end gain and keep the confidence of both parties for whom he acts as agent.

The Exchange has carried this principle of education even further, relying on it to successfully prevent hostile legislation and to that end it has become an unwritten law that neither in its meetings nor elsewhere shall it act as a body in endeavoring to influence legislation in any way. It has always felt that the attempt to defeat any objectionable bill by means of lobbying would only invite the introduction of other equally objectionable measures even should the one in question be defeated, and that a start once made in that direction would result in constant attacks and expense, while the way to prevent such bills from being passed was to educate the general public from whom our legislators are chosen, so that they would understand that such legislation if passed, would only place additional burdens on the premium payer; this course while slow, is sure and its results are permanent.

There have been two noticeable instances of this nature during the past twenty years, the New Hampshire legislation which resulted in the famous New Hampshire Compact, and more recently the anti-compact legislation in Maine. It has been frequently stated, and it seems to be generally admitted, that the anti-compact and valued policy bills in the first-named state could have been defeated if the companies had met the demands of the lobby, but this they refused to do and then every outside company withdrew from the state; as to the wisdom of such a movement it is not the province of this article to discuss, certainly the effect was not as successful as might have been desired, for these companies are now all back again and the objectionable laws are unchanged.

It is probable that insurance has cost the people of New Hampshire more than it would had these laws never been enacted, but this additional cost, like an indirect tax, is paid without conscious knowledge, that is the cause and effect are so far removed from each other that the effect has no chance to react upon the cause.

In the recent case in Maine the companies quietly submitted to the law and continued their business. Necessity required some guide as to the proper rate of premium to charge and an experienced and reliable surveyor established a bureau in the state, and published tariffs containing rates which to him and his force of inspectors seemed to be adequate to meet the situation, these rates of course having a greater margin of safety than if the companies had been allowed to make them themselves.

The tariffs were sold to such companies as cared to buy them, the companies then using them as advisory rates instructed their agents individually as to what rates they should obtain, and it is safe to say, we think, that no company felt it safe to ask for any lower rates than were contained in these advisory tariffs.

Here the effect was so close to the cause that it became at once evident that when additional burdens were placed on the companies by hostile legislation, it was the public who really had to bear them, and at the next session of the Legislature not only the recently passed laws, but others were promptly repealed and the Exchange was practically asked to resume its jurisdiction in Maine; rates in that state are now lower under Exchange rule than during the anti-compact regime.

It would seem that the policy of the Exchange in connection with matters of legislation, both for the companies and by the states, that is voluntary compliance with tariff rules and rates on the part of the companies and voluntary action on the part of the states either in enacting, or refraining from enacting objectionable measures, has proved itself to be a good one, for there is in New England today no non-board agency, and companies that have in other fields been restive under restraining compacts and pledges are many of them actively represented on the important committees of the Exchange, and all of them loyal in its support, and there are few laws on the

statute books of the states in Exchange territory which are seriously objectionable. Although year after year in every state, bills hostile to good underwriting are presented they seldom get beyond the committees to which they are referred, and this without the least effort on the part of the Exchange as a body.

The Exchange is evidently considered a good training school by the companies, as in the past three or four years no less than four of the force of inspectors have been called to special agencies.

Consideration of the influence of the Exchange would be very incomplete were no mention made of the influence of its former members. Trained in its school, imbued with its ideas, and loyal to its aims, they have left the field to occupy positions, where to a greater or less extent, they may transmit these ideas and aims to the companies whose servant the Exchange should be. No less than fifty such cases can be cited and the influence of the Exchange in that way can only be estimated; that it is considerable is shown by the encouragement which the Exchange has received from companies with whom these ex-members are connected.

When it is considered that whatever benefits have resulted from Exchange work have been freely shared with all, stock companies, mutual companies, sister organizations and the public, whether they have shared in the expense and labor or not, and when the chaos of 1882 is compared with the condition in 1902, it would seem that the history of the New England Insurance Exchange fully justifies its organization and its continuance.

To chronicle what has been done and to determine the failures and successes of the past is a much easier task than to attempt to outline what should, or should not be done in the future, but if guided by its success in the past remembering the principles laid down in its constitution it continues in the conservative course it has so far pursued, there would seem to be no reason why the Exchange should not celebrate many more decennial anniversaries, and to those familiar with its members and the way in which in critical times they have rallied to its support, exhibiting a loyalty which at other times was perhaps unexpected, it seems more than probable that such will be the case.

THE FACTORY IMPROVEMENT COMMITTEE.

—BY—

GEORGE A. FURNESS.

The New England Insurance Exchange was organized in January, 1883. In about three years from that time or to be exact February 13, 1886, U. C. Crosby, then special agent of the Phenix of Brooklyn, N. Y., and now president of the New Hampshire Fire Insurance Company of Manchester, N. H., recognizing the great value of automatic sprinkler protection, made a motion for the appointment of a committee by the executive committee of the Exchange whose duty should be to take up and consider this most vital question.

On February 27, 1886, the executive committee appointed the following members of the Exchange for that purpose; U. C. Crosby, chairman; G. W. Taylor, president of the Exchange; R. H. Wass, one of the vice-presidents; H. F. Blackwell and Frank A. Colley, a member of the executive committee. These gentlemen deliberated for some months and on June 5, 1886, made their report, which was laid on the table to be taken up for consideration June 19, 1886 and on that date the report was accepted. On June 26, 1886, E. G. Richards and C. E. Galacar were added to this committee, but doubtless owing to the approach of the summer vacation time, it was not until the middle of September that E. G. Richards, then special agent of the Queen Insurance Company and now manager of the North British & Mercantile Insurance Company, moved the appointment of a committee as recommended in the report accepted June 19, 1886.

September 26, 1886, this motion was passed by the Exchange and the Factory Improvements and Protection Committee was organized under practically the same conditions as now exist, namely, 21 members (now 22 members), and a general chairman with sub-divisions by states, each division having a chairman. The first committe had a sub-division for shoe factories, which was continued until about 1894, being then combined with the Eastern Massachusetts Division. A. C. Adams, then special agent of the Liverpool & London & Globe Insurance Company and now assistant secretary of the Ætna

Insurance Company, was the first general chairman, serving as such until September 7, 1889. He was succeeded by U. C. Crosby, who served until he became an official of the New Hampshire Fire Insurance Company. At the present time the writer of this article is chairman of the committee.

The title of the first committee was the Factory Improvements and Protection Committee, the letter "s" and the word "Protection" being dropped in 1888. The personnel of the first committee was as follows:

A. C. Adams, Chairman.

Maine—C. E. Galacar, M. R. Emerson, S. B. Clarke.

Vermont—Amos Sherman, E. Lanning, G. W. Eastman.

Eastern Masachusetts, Counties East of Worcester County—U. C. Crosby, S. E. Barton, H. F. Blackwell.

Western Massachusetts, Worcester County and Counties West—G. E. Kendall, B. R. Stillman, H. R. Turner.

Rhode Island—J. E. Tillinghast, G. W. Taylor, F. A. Colley.

Connecticut—W. A. Francis, Fred Samson, A. E. Williams.

Shoe Factories—E. G. Richards, William R. Gray, James Bruerton.

Five of these gentlemen are still active members of the Exchange; eleven are in the list of honorary members; the address of one is not known, and five are dead.

The personnel of the Factory Improvement Committee at present serving is as follows:

G. A. Furness, General Chairman.

Maine Division—J. F. Barley, Chairman; W. B. Burpee, J. H. Campbell.

Vermont Division—W. T. Furness, Chairman; W. B. Medlicott, F. E. Stone.

Eastern Massachusetts Division—W. A. R. Boothby, Chairman; George Neiley, C. C. Clifford, C. D. Palmer, J. L. Liecty, W. H. Winkley.

Western Massachusetts Division — G. T. Forbush, Chairman; F. H. Battilana, J. J. Cornish, F. R. Galacar.

Rhode Island Division—H. L. Hiscock, Chairman; J. J. Downey, H. G. Fairfield.

Connecticut Division—E. J. Sloan, Chairman; William Bush, K. S. Ducayet, the increase from 21 to 22 members appearing in the Western Massachusetts Division.

The General Rules and By-Laws of the committee were adopted in April, 1887, and were revised in 1888, 1890, 1892, 1894, 1896, 1897, 1900 and 1902. They define the duties and jurisdiction of the committee and direct in what manner applications for plans, requirements or improvements, for ratings or reratings, shall be filed, and distributed by the secretary among the members for action and final promulgation of rate, when the equipment is completed in accordance with the specifications furnished the applicant.

The committee in the fifteen years of existence has considered and passed upon about 2,900 risks and today has over 1,800 "live" plants under its jurisdiction. About two hours each Saturday are devoted to the consideration of the business of the committee, the number of members attending being rarely less than fifteen.

Among other things the committee of 1886 in its report laid particular stress on two underlying principles of automatic sprinkler protection.

"First, That a sprinkler-head should cover every part of the building, including stairways, elevators, closets, and all concealed spaces.

"Second, A supply of water, valves all open and pressure on the pipes, whatever it may be, free and in working order.

"Whatever the other conditions may be, the above are absolutely essential, and without them the apparatus is worthless."

As far as my knowledge extends these are the essentials today and will always be. Quoting again from the report, we learn even in the three years of its existence that "Our Exchange has done much in New England in a systematic way to improve the physical condition of property, resulting in the reduction of fire hazards and the loss ratio. The value of automatic sprinkler protection is an established fact. We should take an advance position, and lead, not be driven into, the support of this system. By taking the right position on this question, even at this late day, we shall give further evidence to the insuring public of our desire to encourage every improvement which will result in the reduction of loss and the cost of insurance, and prove our right to its confidence and support."

That the New England Insurance Exchange in general and the Factory Improvement Committee in particular is still adhering to the truths so well set forth, is the cherished belief of every member, and with this belief goes the knowledge that the success of the past will be continued in the future, provided the conditions remain unchanged.

SCHEDULED RISKS COMMITTEE

—BY—

J. L. LIECTY.

The Scheduled Risks Committee of the New England Insurance Exchange is the legitimate successor of the former Committee on Non-Paying Hazards, popularly known as the "Hard-Luck Committee." When the Committee on Non-Paying Hazards began its labors there were in the Exchange four special committees, namely: the Boot & Shoe Factory Committee, the Cotton & Woolen Mills Committee, the Paper, Pulp & Leather Board Mills Committee and the Straw Factory Committee, which were applying schedules to the risks under their jurisdiction. The schedules with which these committees worked had been in use for a long time and it is a fact that in many cases they had not been strictly applied. Moreover there were many risks which came under the jurisdiction of these committees which had not been scheduled at all. In the meantime at the behest of the companies a committee from each of the three departments, namely: the New England Insurance Exchange, the New York State Association and the Middle Department appointed committees to meet in New York for the purpose of devising uniform schedules for these three departments. The result of their labors was the schedules now in use, and the Non-Paying Hazards Committee immediately applied them to the risks in New England. The schedules were the Boot & Shoe Factory schedule, the Cheese & Butter Factories and Creameries schedule, the Fur Hat Factory schedule, the Furniture Factory schedule, Straw Factory schedule, Paper, Pulp & Leather Board Mills schedule, Silk Mills schedule, Textile Fabric Mills schedule and Metal Workers schedule.

On November 30, 1901, the Exchange passed the recom-

mendation of the executive committee that a new committee, to be known as the Scheduled Risks Committee, should be appointed. This committee consists of a general chairman and twenty members, the members being sub-divided as follows: Maine 3, Vermont 3, Eastern Massachusetts 4, Western Massachusetts 4, Rhode Island 1, and Connecticut 5, and all risks rated on a schedule, outside of such risks as may have been or might be rated on a mercantile schedule, passed under their jurisdiction, and the Boot & Shoe Factory Committee, the Cotton & Woolen Mills Committee, the Paper, Pulp & Leather Board Mills Committee and Straw Factory Committee were discharged. The Scheduled Risks Committee has continued its work uninterruptingly ever since its appointment. The Non-Paying Hazards Committee applied the new schedules originally to about 1,400 risks. Of these, however, when the Scheduled Risks Committee began its labors, only about two-thirds had been promulgated. Since then the Scheduled Risks Committee has scheduled over 400 additional risks, in addition to promulgating the rates which had not yet been promulgated by the Non-Paying Hazards Committee, and has re-surveyed a large proportion of the risks originally scheduled by the Non-Paying Hazards Committee for improvements made.

When it is considered that there are at the present time under the jurisdiction of this committee 1,814 risks, with an average of 20 to 25 applications for original surveys and re-surveys for improvements filed every two weeks, it will be seen that the work of the committee has not been light. As a matter of fact so burdensome has become the duties of each individual member that a short time since the committee deemed it necessary to employ an inspector to aid it in its labor. The results obtained by the committee have been in the main satisfactory; but some changes in the schedules, which experience developed it would be wise to make, were from time to time taken into consideration and these changes were submitted at a conference of the committee from the three departments above mentioned, and in December, 1902, a revision of the schedules was passed by the Exchange. It is hoped that these revised schedules will meet some of the objections urged against the former ones.

ELECTRICAL INSPECTION IN NEW ENGLAND.

—BY—

GEORGE NEILEY.

In 1884 the art of electric lighting began to assume such importance in New England that the New England Insurance Exchange thought it prudent to appoint a standing committee, to be known as the Electric Light Committee, to have entire supervision over electric lighting plants, installations and attendant risks. At this time the lighting was chiefly by arc lamps for outside street uses, but they were soon introduced into stores, requiring constant watchfulness because of crude or unsafe lamps and the high voltages used, forty, fifty and even sixty lamps on a single circuit being not uncommon. The generating plant was seldom in a building fitted for the work, and it is hardly an exaggeration to say that each day's experience brought to light some new and unsuspected danger to life or property because of faulty design or construction of apparatus or equipment. From the beginning the art developed tremendous activity and changes followed each other rapidly. Gradually, incandescent lights began to appear on arc light circuits, both for street and inside use, and many new devices for sub-dividing and distributing the current were introduced. The first rules devised and issued by the committee were for arc lighting only, but now it became necessary to establish quite different regulations governing the installation and operation of incandescent systems.

Experience had not yet justified the establishment of standards for installation, or the numerous devices constantly being introduced, and the eyes of the committee and the inspectors were necessarily kept on the sharp lookout. Fortunately, the Exchange secured in 1886 the services of Capt. William Brophy, who had from the start the fullest confidence of the electric lighting companies—the "Thomson-Houston," "Edison," "United States," "Sawyer-Man," "New England Weston," "Sun," "American," and others—all of which co-operated even to the extent of willingly paying a considerable proportion of the expenses incurred by the Exchange, upon a basis of apportionment devised by the committee. There is little room for doubt that through this means of willing co-

operation the art assumed from the outset a greater degree of perfection and safety in this field than prevailed elsewhere. The prominence and good work of the Exchange were early recognized by the National Electric Light Association and the Association of Edison Electric Illuminating Companies, and its representatives were regularly and cordially invited to take part in all their annual and semi-annual meetings. Indeed, so pronounced was the recognition of the beneficial effects of the rigid supervision exercised by the New England Insurance Exchange that the electrical interests copied its methods in the organization and maintenance of the New England Electrical Exchange, located in Boston.

Much credit is due to the late Col. C. M. Ransom of the "Standard," also proprietor of "Modern Light and Heat," for his deep interest and great influence in advocating the benefits which would flow from due recognition of our rules and recommendations by the electric lighting interests, and their willing submission to them.

I would gladly devote all my allotted space to these days of pioneering, were it not that the wonderful evolution and development of the electrical art in other fields of usefulness demands a review of the conditions today. But before passing over the intervening years, it is only fitting that we should remind ourselves to give all honor to those who led the way through the forests of inexperience, and blazed a straight line to the National Code of today—Stephen E. Barton, first chairman of the committee, and whose invaluable services are still actively enlisted in the work; Capt. William Brophy, lately assistant commissioner of wires in Boston, now enjoying happy retirement; C. M. Goddard, as ready now as ever to defend and support our cause; E. C. North, not with us, but near by, willing to lend a helping hand, and all the rest of the little band, who can well say, "Of this also was I a part."

The work of the committee today, so far as the inspection and rating of electric lighting stations is concerned, is along practically the same lines as in 1884, although the construction, equipment and devices for generating and distributing current are radically different. The light wooden building, with its sheathed walls, greasy floors, and roof surmounted with a wire-riddled wooden tower,

has given place to a building of heavy construction, open, brick walls, tiled roof, incombustible floors, boiler and fuel house in a fireproof building, instead of a wooden lean-to, and the varnished sheathing against a wooden wall, which concealed a tangle of poorly insulated wiring and supported devices whose unpleasant peculiarities were a constant menace, has been replaced by a switchboard of marble or slate, with modern apparatus, and every known safeguard in the way of protection against accidents.

With adequate external and internal protection, and constant, intelligent attendance, what wonder is it that the committee feels that a 25c or 30c rate on a risk of this class promises a greater increment of profit to the companies than the type of 1884 at 3½ per cent. or 4 per cent., and is offering all possible encouragement for compliance with our standards.

The supervision and inspection of electric lighting installation is a very different and far more serious matter. While every day notes improvements in methods of wiring, and in devices for controlling and insulating currents, and architects and contractors are generally alive to the dangers of imperfect equipment, yet ignorance, carelessness and cupidity still neutralize their best efforts, at a tremendous cost to the companies. The Exchange system of requiring that contractors file certificates that installations have been made according to our rules has had a certain influence in the right direction, but it is of course absolutely impossible that the Exchange inspectors should make examinations of all individual work, and as extensions and changes are constantly being made, it is so incomplete and unsatisfactory that we have lately been devoting our energies to the encouragement of what we find to be the only effective and practical method of supervision, that is, by the appointment of municipal inspectors in all the important cities and towns, acting under ordinances and rules in practical conformity to the National Code.

It is illogical and unjust that insurance companies should be burdened with the expense of inspecting and supervising work, which is as much a part of municipal housekeeping as the erection of buildings, or their plumbing, their sewer connections, or the water supply. The

carrying of high tension currents along the streets of a town should be at least as important to the citizens as the laying of a gas pipe, and the merchant or hotel keeper ought willingly to pay directly to the town his small contribution for the assurance that the menace to life as well as property by imperfect work has been removed by prompt inspection and conformity to proper ordinances. In addition to the injustice of asking companies to bear the tax directly in their powerlessness to enforce corrections in any other way than by cancellation of insurance or increase of rates—slow, troublesome and doubtful remedies—whereas under a proper municipal system the current will not be turned on a faulty equipment, and a defiance of ordinances will be promptly punished by law. The objection is naturally raised that these inspectors will be chosen for political rather than expert qualifications, and the committee at first feared that this feature might be extremely troublesome, but we are glad to bear witness to the excellent work, already done by municipal appointees at Arlington, Brookline, Brockton, Cambridge, Chelsea, Haverhill, Newton, Salem, Somerville, Taunton, and Worcester, Mass., Lewiston and Portland, Me., so satisfactory, in fact, that the Exchange has voted to grant in these places unrestricted permits, without charge, for the use of electricity for light and power. The inspectors at these points are in frequent communication with our own inspectors, and their work is practically in entire conformity to our rules. Local agents can do no better service for themselves, the public and their companies than by using their influence towards the appointment of such inspectors, and local committees by allowing in their tariff ratings, whether by schedule or otherwise, a percentage reduction in rates for satisfactory municipal inspection, can do yeoman work in this direction. We hope that the next decennial will see this plan universally adopted in our field, to the great advantage of all.

It was not until 1887 that the first electric railway in New England was put in operation, at Meriden, Conn., and from this beginning the industry has grown so marvelously that today the annual premium income from these properties in our field is about $400,000. The power stations, while rather better than the earlier lighting stations, were generally inferior in construction and

equipment, and the car houses were almost universally old horse car barns, to a greater or less extent remodeled, but utterly unadapted to their new use. Fires were numerous and losses heavy and the committee to which in 1889 had been delegated rating power, was in 1893 given jurisdiction over this class under the new title of "Electrical Hazards Committee." Rules and schedules were formulated looking to the betterment of existing conditions, and in 1895 the work had so far progressed that it was thought worthy of favorable mention in the official resume of the events of that year.

The power stations in this field are being rapidly brought up to our highest standards, and the modern system of distributing current from a central plant, at high voltage, to transformer stations along the line, has resulted in a considerable diminution in their number, eliminating to a great extent the risks pertaining to the generation and use of steam, such as the boiler and fuel hazards, and the use of oil inseparable from engine-driven dynamos. The additional electrical hazard would appear to be trifling, in view of modern methods of installation, as compared with the general improvement due to the reduction of the risks of the steam generating plants.

Of all the special classes in our charge, car houses have perplexed us most; necessarily of large area, and filled with inaccessible and extremely combustible material, fires spread so rapidly and with such intensity as to be generally uncontrollable unless stopped at or near the point of commencement. It was at first believed that by means of inclined floors and uninterrupted tracks, considerable salvage might be realized by removal of cars, but experience has proven this to be only an iridescent theory, as the modern car is too heavy to be moved by manual power, and the current cannot of course be safely utilized. It became doubly necessary, therefore, that areas should be limited to the lowest practical point, and that fire protection should be installed, with the importance of the extinguishment of fires at their inception constantly in mind. To this end small hose and fire extinguishers were recommended for inside use, leaving the heavier apparatus for outside assistance, and in several instances has their efficacy been demonstrated. Lately, however, the building of car houses of substantial con-

struction, with incombustible floors and pits, open walls, plank roof, cut off by heavy fire walls into divisions of moderate area, one-story and of only the height necessary to their use, has encouraged us to believe that under these conditions automatic sprinklers would give by far the most reliable protection. It is true that fires have generally started inside cars, and that they could not have been at once reached by sprinklers, but we have believed that they would, under good water pressure have prevented the flames from immediately reaching surrounding cars and so given the attendants the needed time to bring other apparatus to bear, if necessary. Their use in these risks is of such recent date that it would be assuming too much to assert that the solution of the question has been reached, but already in several instances experience has confirmed our opinion, and there have been no failures to record. In our schedules we are giving every possible encouragement to this mode of protection wherever construction justifies it, by offering rates low to a point of criticism by some companies, but we believe that the difference in the loss ratios of the modern car house and the old type will warrant the heavy discrimination.

The limits of this article will not allow discussion of the many special hazards incident to the class, but in a general way we are constantly working along the line of good construction, moderate areas, immediate protection against fire and the elimination from car houses of all unnecessary attandant hazards, such as painting, repairing, storage and use of oils, etc., wherever possible. A street railway schedule includes usually other property than the risks mentioned, and the establishment of an average rate, involving as it does the valuation of stations, measurements of the trackage of car houses and examination of equipment, in order to arrive at an estimate of the maximum value possible to be endangered at one time, surveys and valuation of summer property, repair shops, sub-stations, etc., at specific rates varying from say 30 cents to 4 per cent., is in itself work of no small magnitude, but we feel that no other method is justifiable either from the standpoint of the companies or of the assured.

The committee was recently given jurisdiction over gas works, with a view to more consistent ratings, and a

considerable number of these properties have been surveyed and rated under a tentative schedule. We hope that our action will result in the securing of a large share of this desirable business for the companies.

Any summary of our work would be radically incomplete were the efficient and important services of Secretary Goddard and our inspectors to pass unnoticed. Through their membership in the Underwriters' Electric Association and the American Institute of Electrical Engineers the Exchange is ably represented at all conferences over the vital questions of the day, and Mr. Sweetland's invaluable work in connection with electric railway and lighting risks is so universally recognized and appreciated that comment here is unnecessary. In truth, might they be called the "dii ex machina."

In dealing with the various classes under its charge, the committee has been very fortunate in that the assured have had an interest no less lively than that of the companies in guarding in every possible way against interruption of their service to the public, and while differences as to means have been many, the Exchange may be justly proud that its efforts to the common end have been so generally appreciated by those expert in their profession, in their general approval and compliance with our recommendations. The committee deserves and asks for no more credit for what it has been able to accomplish in the line of duty assigned it, than that due to any other of the committees of the Exchange, jealous of its honor and true to the great common interest of companies and assured—the reduction of fire waste.

OFFICERS, 1883-1902.

President.	Vice-Presidents.	Secretary and Treasurer.	Executive Committee.
		1883.	
U. C. Crosby.	George P. Field. W. T. Steere. James H. Leighton.	James Bruerton.	A. C. Adams. L. D. Smith. F. H. Stevens. T. L. OBrion. E. G. Snow, Jr.
		1884.	
U. C. Crosby.	George P. Field. *W. T. Steere. C. E. Galacar. James H. Leighton.	Arthur A. Clarke.	A. C. Adams. L. D. Smith. F. H. Stevens. T. L. OBrion. E. G. Snow, Jr.
		1885.	
George P. Field.	A. C. Adams. Fred Samson. George A. French.	Arthur A. Clarke.	Henry R. Turner. Frank A. Colley. James Bruerton. James E. Tillinghast. A. E. Williams.
		1886.	
George W. Taylor.	George A. French. Robert H. Wass. †N. A. Clarke. William R. Gray.	Arthur A. Clarke.	Charles E. Galacar. James E. Tillinghast. James Bruerton. A. H. Wray. Frank A. Colley.
		1887.	
Henry E. Hess.	Samuel G. Parsons. Amos Sherman. Moses R. Emerson.	Arthur A. Clarke.	H. S. Wheelock. Edward Lanning. B. R. Stillman. George E. Kendall. George W. Eastman.

		1888.	
			Amos Sherman.
	H. S. Wheelock.	‡Arthur A. Clarke.	Horace B. Clapp.
Henry R. Turner.	E. B. Cowles.		B. R. Stillman.
	Frank A. Colley.	Oliver P. Clarke.	F. A. Wetherbee.
			S. J. Whyte.
		1889.	
			Charles B. Fowler.
	E. B. Cowles.		G. W. Hinkley.
Benjamin R. Stillman.	Frank A. Colley.	Oliver P. Clarke.	Henry N. Baker.
	George E. Kendall.		A. K. Simpson.
			J. H. Burger.
		1890.	
			J. H. Burger.
	A. K. Simpson.		W. G. Fitch.
Frank A. Colley.	George W. Hinkley.	Oliver P. Clarke.	Arthur A. Clarke.
	C. G. Smith.		R. James Tatman.
			F. A. Wetherbee.
		1891.	
			E. C. Brush.
	W. G. Fitch.		J. F. Hastings.
U. C. Crosby.	O. B. Chadwick.	C. M. Goddard.	Fred'k B. Carpenter.
	C. B. Fowler.		J. W. Grover.
			A. S. Burrington.
		1892.	
			Henry N. Baker.
	Fred'k B. Carpenter.		C. M. Slocum.
Moses R. Emerson.	D. J. De Camp.	C. M. Goddard.	S. G. Parsons.
	J. F. Hastings.		W. H. Smith.
			J. B. Cornish.

* Died Feb. 24, 1884. † Resigned Sept. 11, 1886. ‡ Resigned Sept. 22, 1888.

ACTIVE MEMBERS.

Name.	Address.	Title.	Company Represented.
Ackerman, F.	Newark, N. J.	Special Agent.	Manchester.
Adlard, Walter.	Boston, Mass.	Special Agent.	Continental.
Alden, H. B.	Boston, Mass.	President.	India Mutual.
†Allen, G. H.	Boston, Mass.	Adjuster.	
†Anthony, A. C.	New York City.	General Agent.	Traders.
†Appleton, S.	Boston, Mass.	Manager.	Employers' Liability.
*Ashworth, J. A.			
†Babbett, E. S.	Providence, R. I.		
Bailey, Elmer B.	Burlington, Vt.	State Agent.	Home.
*Baker, Henry N.‡	Boston, Mass.		
Baker, W. E.	Hartford, Conn.	General Agent.	Lafayette.
*Balch, George H.	Boston, Mass.	President.	Boylston.
†Ballard, E. L.	New York City.	Secretary.	Continental.
†Ballard, W. M.	New York City.	Branch Secretary.	Commercial Union.
Bancroft, F.	New York City.	Special Agent.	Union, Eng.; Victoria, etc.
*Banks, S. S.	Bridgeport, Conn.	Special Agent.	Caledonian.
*Barker, H. R.			
Barley, J. F.	Boston, Mass.	Special Agent.	Phenix, N. Y.
Bartlett, M. F.	Waterville, Me.	Special Agent.	Mercantile; Hamburg-Bremen, etc.
*Bartlett, W. B.‡		Special Agent.	Phœnix, Eng.
Barton, S. E ‡	Boston, Mass.	General Agent.	Commercial Union.
*Bassett, E. J.		General Agent.	Ætna.
Battilana, F. H.	Boston, Mass.	Special Agent.	Pennsylvania.
Bauer, F. W.	Albany, N. Y.	Special Agent.	Liv. & Lon. & Globe.
*Bayne, A. C.			

Bean, H. S.	Boston, Mass.	Secretary.	American, Mass.
Beardsley, E. G.	Boston, Mass.	Special Agent.	Mercantile; American Central.
Beardsley, G. E.	Hartford, Conn.	State Agent.	Home.
Bennett, Robert.	Boston, Mass.	Special Agent.	North British & Mercantile.
Berry, A. L.	Boston, Mass.	Special Agent.	N. Y. Und. Agency.
†Blackwell, H. F.			
†Blackwell, H. F., Jr.			
†Blackwell, M. R.	Boston, Mass.		
Bliss, A. L.	Hartford, Conn.	Special Agent.	New Hampshire.
Blood, H. F.	Boston, Mass.	Special Agent.	Spring Garden.
†Bodwell, G. B.	New York City.		New York Fire Insurance Exchange.
Boothby, W. A. R.	Boston, Mass.	Special Agent.	National, Conn.
*Boughton, L. De W.			
Boutell, W. H.	Providence, R. I.	Special Agent.	Equitable.
Briggs, C. L.	Boston, Mass.	Asst. Special Agent.	Springfield.
Brown, I. A.	Taunton, Mass.	Special Agent.	Prussian National.
†Brown, I. J.	Boston, Mass.	Adjuster.	
Brown, W. P.	Boston, Mass.	Adjuster.	
Brush, E. C.	Boston, Mass.	Manager.	Pennsylvania.
†Buell, F. F.	Troy N Y		
Buell, George C.	Boston Mass.	Special Agent.	Citizens, Mo.
†Bunce, George H.	Providence, R. I.		
†Burgess, C. B.	Providence, R. I.		
†Burkhardt, W. H., Jr.	New York City.	Special Agent.	Atlas.
Burns, H. E.	Boston, Mass.	Special Agent.	Hamburg-Bremen.
†Burns, M. J.	Denver, Colo.		
Burnside, J. F.	Boston, Mass.	Special Agent.	Rochester German.
Burpee, W. B.	Manchester, N. H.	Special Agent.	New Hampshire.

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*Bassett, E. J.		General Agent.	Ætna.
Battilana, F. H.	Boston, Mass.	Special Agent.	Pennsylvania.
Bauer, F. W.	Albany, N. Y.	Special Agent.	Liv. & Lon. & Globe.
*Bayne, A. C.			

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Beardsley, G. E.	Hartford, Conn.	State Agent.	Home.
Bennett, Robert.	Boston, Mass.	Special Agent.	North British & Mercantile.
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†Blackwell, H. F., Jr.			
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Brown, W. P.	Boston, Mass.	Adjuster.	
Brush, E. C.	Boston, Mass.	Manager.	Pennsylvania.
†Buell, F. F.	Troy, N. Y.		
Buell, George C.	Boston, Mass.	Special Agent.	Citizens, Mo.
†Bunce, George H.	Providence, R. I.		
†Burgess, C. B.	Providence, R. I.		
†Burkhardt, W. H., Jr.	New York City.	Special Agent.	Atlas.
Burns, H. E.	Boston, Mass.	Special Agent.	Hamburg-Bremen.
†Burns, M. J.	Denver, Colo.		
Burnside, J. F.	Boston, Mass.	Special Agent.	Rochester German.
Burpee, W. B.	Manchester, N. H.	Special Agent.	New Hampshire.

Name.	Address.	Title.	Company Represented.
Forbush, Gayle T.	Boston, Mass.	General Agent.	German American; German Alliance.
Fowler, A. B.	Boston, Mass.	Special Agent.	Providence Washington.
*Freeman, H. V.			
*French, G. A.			
Frink, A. C.	Boston, Mass.	Special Agent.	Thuringia.
Frisby, A. L.	New Haven, Conn.		Security, Conn.
†Fuller, H. C.	New Haven, Conn.		Security, Conn.
Fullerton, R. M.	Boston, Mass.	Asst. Special Agent.	Norwich Union; Indemnity.
Furness, G. A.	Boston, Mass.	Special Agent.	Liv. & Lon. & Globe.
Furness, W. T.	Hartford, Conn.	Special Agent.	Commercial Union; Palatine.
Galacar, F. R.	Boston, Mass.	Special Agent.	National Union, Pa.
Garner, W. V.	Bridgeport, Conn.	Special Agent.	United States.
†George, G. C.	Boston, Mass.		
Gillett, A. B.	Hartford, Conn.	General Agent.	Girard.
Gilman, E. C.	Boston, Mass.	Special Agent.	Concordia.
Gilmour, William.	Boston, Mass.	General Agent.	Union, Eng.
Givernaud, J.	Boston, Mass.	Special Agent.	London & Lancashire
*Glassford, H. A.	Boston, Mass.		
Goddard, R. F.	Woburn, Mass.		
Goodsell, G. W.	Bridgeport, Conn.	Special Agent.	Westchester.
Goodsell, S. E.	Bridgeport, Conn.	Special Agent.	Westchester.
†Goodwin, George.	Providence, R. I.		
†Gordon, D. H.			
Gray, H. W., Jr.	Boston, Mass.	Special Agent.	Orient.
Gray, William R.‡	Boston, Mass.		
Greenslet, G. B.	Glens Falls, N. Y.	Special Agent.	Glens Falls.
†Grier, W. D.	New York City.		North British & Mercantile.

†Griffin, J. C.	Skowhegan, Me.	Local Agent.	
†Gross, G. L.	Providence, R. I.		
Grover, James.	Boston, Mass.	Special Agent.	Delaware.
Grover, J. W.	Boston, Mass.	Special Agent.	Phœnix, Eng.
†Harris, W. C.	Salem, Mass.		
Hatch, A. T.	Boston, Mass.	Special Agent.	Sun, Eng.
†Hawkins, C. F.	Denver, Colo.		
†Hayes, L. S.	Bellows Falls, Vt.		
Hellyar, William H.	Boston, Mass.	Special Agent.	Fire Association.
†Hendricks, E.	New York City.		
†Herman, J. H.‡	Boston, Mass.		
Hildreth, E. H.	Springfield, Mass.	Special Agent.	Springfield.
Hill, George E.	Manchester, N. H.	Special Agent.	Assurance Co. of America, etc.
Hill, H. J.	Boston, Mass.	Special Agent.	Milwaukee Mechanics.
Hill, Willard C.	Boston, Mass.	Special Agent.	American, Mass.
*Hirons, H. L.			
Hiscock, H. L.	Boston, Mass.	Special Agent.	Ætna.
†Hodges, J. M.	New York City.		
*Hollis, J. E.	Boston, Mass.		
†Holliston, C. H.	Berlin, Conn.		
Holt, I. L.	Meriden, Conn.	Special Agent.	Royal.
*Horner, B. S.			
†Hoyt, F. A.	New York City.		German American.
Hoyt, W. F.	New Haven, Conn.	Special Agent.	Liv. & Lon. & Globe.
Huntress, H. C.	Boston, Mass.	Special Agent.	Niagara.
*Hutton, E.			
Ide, Henry J.	Boston, Mass.	General Agent.	American Central; Hamburg-Bremen.
†Irving, A. D., Jr.	New York City.		

Name.	Address.	Title.	Company Represented.
†Irving, W.	New York City.		
†Jenks, W. D.	Brooklyn, N. Y.		
†Judd, C. C.‡	Springfield, Mass.	Local Agent.	
†Judd, D. O.	Holyoke, Mass.		
Kellogg, Henderson.	Boston, Mass.	Special Agent.	Fireman's Fund; Home F. & M.
†Kellogg, H. H.			
Kelley, William J.	Portsmouth, N. H.	Special Agent.	Phenix, N. Y.
*Kemp, Alford.			
†Kendig, J L.	Albany, N. Y.		
Knabe, Henry A.	Philadelphia, Pa.	Asst. Secretary.	United Firemen's.
Knox, J. B., Jr.	Hartford, Conn.	Special Agent.	Reliance.
Lauler, W. A.	Boston Mass.	Special Agent.	N. Y. Underwriters.
†Law, E. A.	Philadelphia, Pa.	Special Agent.	County of Phila.
Leighton, James H.‡	Boston, Mass.	General Agent.	Hartford.
Lewis, W. H.	Boston, Mass.	Special Agent.	National, Conn.
Liecty, J. L.	Boston, Mass.	Special Agent.	Norwich Union.
†Liffler, Charles, Jr.	Boston, Mass.	Special Agent.	Union, Eng.
†Linnell, J. W , Jr.	Malden, Mass.	Special Agent.	Westchester.
Lloyd, F. M.	New Haven, Conn.	Special Agent.	Security.
†Loomis, R. M. L.	New York City.	Special Agent.	Imperial.
†Lord, F. H.	Portland, Me.	Special Agent.	Firemen's, N. J.
†Loewenguth, L. E.	Buffalo, N Y	Special Agent.	Rochester German.
Macomber, G. E.	Augusta, Me.	Special Agent.	Ins. Co. N. A.; Granite State, etc.
Manton, L. W.	New York City.	Special Agent.	New York Fire.
†March, G. K.	Hastings, Mich.	Special Agent.	Fireman's Fund.
†Martino, F. C.	New York City.	Special Agent.	Commercial Union.
Mathews, F. M.	Boston, Mass.	Special Agent.	Ætna.

McClellan, W. B.	Boston, Mass.	Special Agent.	Dutchess; Teutonia.
*McCray, W. B.	Hartford, Conn.	Asst. General Agent.	Ins. Co. N. A.
Medlicott, W. B.	Springfield, Mass.	Special Agent.	Manchester.
*Miller, D. L.‡	Worcester, Mass.	Special Agent.	Lancashire.
Morley, F. A.	Hartford, Conn.	General Agent.	Royal.
Mott, J. H., Jr.	New York City.	Special Agent.	Niagara.
†Murphy, W. T.	New York City.	Special Agent.	Phœnix, Eng.
Nadeau, L. F.	Providence, R. I.	Special Agent.	Norwich Union; Indemnity.
Neal, W. B.	Boston, Mass.	Special Agent.	Connecticut.
Neiley, George.	Boston, Mass.	Special Agent.	Royal.
†Nettleton, G. E.	Hartford, Conn.		
*Newell, W. S.	New York City.	Special Agent.	German American.
†Nichols, J. C.	New York City.	Special Agent.	Mechanics & Traders.
Nixon, E.	Boston, Mass.	Asst. Special Agent.	Mercantile.
†Noble, F. T.	Augusta, Me.	Special Agent.	Mercantile.
North, C. E.	Boston, Mass.	Special Agent.	Fire Association.
North, J. R.	New Haven, Conn.	Special Agent.	Atlas.
Norton, Ralph S.	Portland, Me.	Special Agent.	North British & Mercantile.
Nutt, F. A.	Boston, Mass.	Asst. Special Agent.	Palatine.
OBrion, T. D.‡	Boston, Mass.	Special Agent.	United Firemen's.
O'Neil, E. J.	Boston, Mass.	Special Agent.	Palatine.
Palmer, C. D.	Boston, Mass.	Special Agent.	Hanover.
Parker, C. E.	Hartford, Conn.	Manager.	Ins. Co. N. A.; Philadelphia Und.
†Parmenter, C.	Chicago, Ill.		
†Parsons, F. D.	Springfield, Mass.	Local Agent.	
Parsons, S. G.	Boston, Mass.	Special Agent.	Fire Association.
*Patterson, C. E.	New York City.	General Agent.	Agricultural.
†Peck, George P.	Syracuse, N. Y.	Special Agent.	American, Pa.

Name.	Address.	Title.	Company Represented.
†Peck, L. H. F.	New York City.	Special Agent.	Imperial.
†Penny, W. F.	New York City.	Special Agent.	Hanover.
Philbrick, C. H.	Providence, R. I.	Special Agent.	German Alliance; German American.
†Philbrook, C. H.	Boston, Mass.	Special Agent.	Westchester.
†Pope, G. W.			
†Porter, G. J.	Boston, Mass.		
†Porter, J. M.‡	Boston, Mass.		
†Pratt, G. C.			
Prentice, Daniel.	New York City.	General Agent.	Western, Pa.
Reed, S. B.	Boston, Mass.	Asst. Special Agent.	Springfield.
Rice, C. H.	Boston, Mass.	General Agent.	Niagara.
Rice, J. F.	New York City.	General Agent.	Armenia.
Rice, W. F.	Boston, Mass.	General Agent.	Scottish Union & Nat'l.
Rosencrantz, G. S.	Boston, Mass.	Special Agent.	German, Freeport, Ill.
Roth, Victor.	Troy, N. Y.	Special Agent.	Svea.
†Russell, George O.	Boston, Mass.	Special Agent.	Royal Exchange.
Samson, F.	Hartford, Conn.	General Agent.	Hartford.
Sargeant, F. W.	Manchester, N. H.	Secretary.	New Hampshire.
†Selkirk, A. W.	Albany, N. Y.		Ætna.
†Selvage, Charles.	Newark, N. J.	Special Agent.	Niagara.
Sewall, A. W.	Boston, Mass.	Special Agent.	Union, Pa.
Shaw, George.	Boston, Mass.	Special Agent.	Agricultural.
Shepley, George L.	Providence, R. I.	General Agent.	Hamburg-Bremen.
*Sherman, Amos.	Woonsocket, R. I.	Special Agent.	Sun, Eng.
Shove, H. M.	Providence, R. I.	Special Agent.	National, Ire.
Simmons, C. F.	Boston, Mass.	Special Agent.	Home.
Simpson, A. K.	Boston, Mass.	Asst. Manager.	Fireman's Fund; Home F. & M.

†Sise, F. M.	Portsmouth, N. H.	Special Agent.	Palatine.
Slade, A. K., Jr.	Boston, Mass.	Special Agent.	Aachen & Munich.
Sloan, E. J.	Hartford, Conn.	Special Agent.	Ætna.
†Smith, C. D.	Springfield, Mass.	Special Agent.	Springfield.
†Smith, E. A.	Manchester, N. H.	Special Agent.	People's, N. H.
*Smith, L. D.‡	Boston, Mass.	Special Agent.	German American.
Smith, William H.	Boston, Mass.	Special Agent.	Ins. Co. N. A.; Philadelphia Und.
Soule, H. H., Jr.	Boston, Mass.	General Agent.	London Assurance.
*Steere, W. T.‡			
†Stevens, F. H.‡	Boston, Mass.	Local Agent.	
†Stevens, G. C.	Danbury, Conn.	Special Agent.	Phœnix, Conn.
†Stickney, C. E.	Springfield, Mass.	Local Agent.	
Stone, F. E.	Hartford, Conn.	Special Agent.	National, Conn.
†Stone, W. E.	Boston, Mass.		
†Sweetzer, F. E.‡	Boston, Mass.	Secretary.	Washington.
†Swords, James.	Boston, Mass.	Special Agent.	Buffalo German.
Tallman, George.	Boston, Mass.	Special Agent.	Northern.
†Tatman, R. J.	Worcester, Mass.	Secretary.	First National.
†Teale, W. T.	Boston, Mass.	Special Agent.	American, Mass.
†Thomasson, A. R.	New York City.		North British & Mercantile.
Thompson, W. S.	New Haven, Conn.	Special Agent.	Mercantile; Hamburg-Bremen.
Tillinghast, J. E.	Providence, R. I.	Secretary.	Equitable F. & M.
Tinker, G. K.	New York, City.	Agency Supt.	Atlas.
Turner, Henry R.‡	Boston, Mass.	Special Agent.	Greenwich.
Turner, P. F.	Portland, Me.	Special Agent.	German American; German Alliance.
Underhill, C. K.	Boston, Mass.	General Agent.	United States.
*Underwood, G. E.‡	Manchester, N. H.	Special Agent.	Continental.
*Vinton, Hammond.	Boston, Mass.	Special Agent.	Northwestern National.

Name.	Address.	Title.	Company Represented.
*Walker, C. C.	Boston, Mass.	Special Agent.	Prudential.
Wart, W. H.	Portland, Me.	Special Agent.	Phœnix, Conn.
Watt, George W.	Boston, Mass.	Special Agent.	Boston.
*Welch, Willard.	Albany, N. Y.	Special Agent.	City of London.
Wetherbee, F. A.	Boston, Mass.	State Agent.	Home.
†Wheelock, I. R.	Boston, Mass.	Special Agent.	Thuringia.
†Whilden, W. H.	Chicago, Ill.	Assistant Manager.	Prussian National.
†Whiting, F. M.	Boston, Mass.	Special Agent.	Imperial.
*Whiting, F. W.	Philadelphia, Pa.	Assistant Manager.	Caledonian.
Whitney, H. F.	Boston, Mass.	Special Agent.	
Whittemore, B. B.	Boston, Mass.	Special Agent.	Newark.
†Wilcox, W. L.	South Norwalk, Conn.	Local Agent.	
Wilkins, C. H.	Boston, Mass.	Special Agent.	Franklin.
*Williams, A. E.	Hartford, Conn.	Special Agent.	Ins. Co. N. A.
*Williams, Louis H.	Norwich, Conn.	Special Agent.	National, Ire.
*Wilmarth, A. F.	Boston, Mass.	State Agent.	Home.
Winkley, W. H.	Boston, Mass.	Special Agent.	Hartford.
*Winne, J. F.‡	Boston, Mass.	Special Agent.	Fire Association, Eng.
†Wise, C. H.‡	Boston, Mass.	Special Agent.	Hamburg Bremen.
Wisseman, F. G.	New York City.	Special Agent.	American, Pa.
Wood, A. M.	Boston, Mass.	General Agent.	Fireman's Fund; Home F. & M.
†Wood, H. P.	New York City.	Local Agent.	
†Wortham, C. E.	Albany, N. Y.	Special Agent.	Liv. & Lon. & Globe.
†Wright, F. C.	Springfield, Mass.	Local Agent.	

† Ex-Member. * Deceased. ‡ Charter Member.

HONORARY MEMBERS.

Name.	Address.	Title.	Company Represented.
Adams, A. C.‡	Hartford, Conn.	Asst. Secretary.	Ætna.
Babb, George W.	New York City.	Manager.	Northern, Eng.
Bartow, N. S.	New York City.	Secretary.	Queen.
Brewer, G. E.	Albuquerque, N. M.	Adjuster.	
Bruerton, James.	Boston, Mass.	Manager.	Hartford.
Burger, J. H.	New York City.	Supt. Agencies.	Norwich Union.
Burrington, A. S.	Providence, R. I.	Adjuster.	
Clark, Curtis‡	Boston, Mass.	Special Agent.	Agricultural.
Colley, Frank A.‡	New York City.	President.	United, N. C.; Newport, R. I., etc.
Corbet, J. C.	Chicago, Ill,	Assistant Manager.	Northern, Eng.
Cowles, Edmund B.	Boston, Mass.	Manager.	Royal.
Crosby, U. C.‡	Manchester, N. H.	President.	New Hampshire.
Damon, A. W.	Springfield, Mass.	President.	Springfield.
Eddy, H. C.	Chicago, Ill.	Resident Secretary.	Commercial Union.
Field, George P.‡	Boston, Mass.	Manager.	Royal.
Fitch, W. G.	Hartford, Conn.	Adjuster.	
Forbush, J. M.‡	Boston, Mass.	Adjuster.	
Fothergill, J. V.	Hartford, Conn.	Agency Supt.	Orient.
Fowler, C. B.	Salem, Mass.		
Francis, William A.	New York City.		
Galacar, C. E.	Springfield, Mass.	Vice-President.	Springfield.
Hastings, J. F.	New York City.	Assistant Manager.	North British & Mercantile.
Hawes, C. F.	Tarrytown, N. Y.	Special Agent.	Liv. & Lon. & Globe.
Hess, H. E.	New York City.	Manager.	New York Fire Insurance Exchange.

Name.	Address.	Title.	Company Represented.
Hilliard, J. C.‡	Boston, Mass.		
Hinkley, G. W.	Boston, Mass.	President.	Citizens Mutual.
Howe, G. C.	New York City.	Vice-President.	Niagara.
Howe, S. G.	Providence, R. I.	Secretary.	Providence Washington.
Ide, G. Herbert.	Claremont, N. H.	Adjuster.	
Ingraham, W. F.	New York City.	Special Agent.	Phœnix, Eng.
Kearley, G. R.	Montreal, Can.	Adjuster.	
Kellogg, C. W.	Boston, Mass.	Manager.	Fireman's Fund; Home F. & M.
Kendall, G. E.	Hartford, Conn.	Manager.	National, Ire.
Knox, J. B.	Hartford, Conn.	Assistant Secretary.	Phœnix, Conn.
Lanning, E.‡	New York City.	Vice-President.	Continental.
Lock, Frank.	New York City.	Manager.	Atlas.
Macullar, C. E.	Boston, Mass.		
McNeil, N. A.	New York City.	Assistant Manager.	Caledonian.
North, E. C.‡	Boston, Mass.	Secretary.	Atlas Mutual.
Patridge, E. E.	Boston, Mass.		
Reid, James J.			
Richards, E. G.‡	New York City.	Manager.	North British & Mercantile.
Slocum, C. M.	New York City.	Assistant Manager.	Aachen & Munich.
Smith, C. G.	New York City.	Secretary.	German American.
Snow, E. G.‡	New York City.	Vice-President.	Home.
Stillman, B. R.	Hartford, Conn.	Secretary.	National, Conn.
Taintor, James U.	Hartford, Conn.		
Taylor, George W.	Boston, Mass.	Adjuster.	
Wass, Robert H.	Philadelphia, Pa.	Manager.	Franklin.
Watson, E. L.	Providence, R. I.	President.	Providence Mutual.

Wheelock, H. S.‡	Boston, Mass.	Adjuster.	
Whyte, S. J.‡	Springfield, Mass.	General Agent.	Springfield.
Williams, A. N.	Hartford, Conn.	Assistant Secretary.	Ætna.
Wood, Silas P.	New York City.		
Woodside, C. L.	Boston, Mass.	Secretary.	North American.
Wray, A. H.	New York City.	Manager.	Commercial Union.

‡ Charter Members.

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